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State of Wisconsin
Department of Workforce Development
Jim Doyle, Governor
Roberta Gassman, Secretary

June 21, 2005

Mr. Byron Zuidema, Regional Administrator
Employment and Training Administration, Region V
John C. Kluczynski Building
230 South Dearborn Street, 6th Floor
Chicago, IL 60604-1505

Dear Mr. Zuidema:

Enclosed per your request are the revised 2005-2007 Workforce Investment Act State Plan pages and additional attachments. These pages are being submitted in response to your request of June 14, 2005 (see attached).

We look forward to your approval of Wisconsin's WIA State Plan.

Sincerely,

Roberta Gassman
Secretary

cc: Bill Clingan, Division of Workforce Solutions

Attachments

Best to you.

Wisconsin's WIA State Plan 2005-2007

WIA TITLE I STATE PLAN 2005-2007

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III. C. 4. Entities to Effectuate Youth Vision

The primary organizations at the state level designed to guide and inform an integrated approach to advancing the Governor's vision for ensuring that Wisconsin's educational system produces graduates that are well equipped with the skills necessary to be productive members of Wisconsin's workforce are the CWI and the State Interagency Team. The state agencies with most direct responsibilities are the Governor's Work-Based Learning Board (see page 25 for membership list and vision; the Board establishes priorities based on vision and resources) and the Department of Public Instruction. In addition, the Departments of Corrections, Health and Family Services, and Workforce Development and the Wisconsin Technical College System have a role in supporting efforts directed to at-risk youth. All of these agencies (as well as the Departments of Commerce and Veterans Affairs) are members of both the CWI and the State Interagency Team (SIT).

To promote the Governor's vision, the CWI has identified as a key objective to "advance and enrich lifelong learning for Wisconsin citizens through innovative PK-16 education and employer-based training systems with special attention to under-served and special needs populations." A key strategy to advance this objective is to "transition to a career development system that is transparent, accessible, and has the capacity to meet the needs of a diverse citizenry and workforce".

The CWI has engaged in several activities to date to begin establishing the foundation for advancing this objective and strategy. The CWI recently recommended to the Governor that state funds be provided to support youth apprenticeship programs and to expand Youth apprenticeship in health services. Both of these programs are administered by the Governor's Work-Based Learning Board. At the recommendation of the CWI, DWD recently developed and published the ***Inventory of Wisconsin's Workforce Education and Training Programs***. This effort was undertaken to provide basic information state and local policy makers and program administrators need to begin to effectively working together to design and deliver workforce investment services to system customers, including youth. The ***Inventory*** was distributed to members of both the CWI, the Governor's Work-Based Learning Board, and the SIT. It is being shared widely across state and local agencies in both print and electronic versions (via the CWI web site at www.wi-cwi.org).

To further advance the Governor's vision, the CWI will be engaging in a number of action steps that will require participation and joint efforts across both state and local agencies serving youth. These include collecting information on various youth programs, scanning innovative career development systems, and exploring the feasibility of convening a Career Education "Summit" to re-energize the state's commitment to career education. These action steps are intended to establish the foundation for future development of policy and program activities needed to advance the CWI's life-long learning objective and career development strategy.

As noted in III C. 1 above, the SIT is charged with developing collaborative approaches for advancing workforce investment issues, identifying and addressing barriers to collaboration, and assisting the CWI in developing and implementing its recommendations within the state and local workforce investment system. To date, the SIT has assisted the CWI implement its recommendations by coordinating information collection efforts within their agencies for the ***Inventory*** and assisting in formulating recommendations to the Governor on funding youth apprenticeship programs.

SIT members will be critical partners in implementing the CWI's youth focused action steps noted above, action steps that will advance the Governor's vision for serving youth, including at-risk youth. Specific activities will be dependent on actions/requests from the CWI. However, it is anticipated that the SIT will assist in collecting information, assessing information collected, and suggesting potential policy responses. SIT members are also likely to assist with implementing policy responses within their agencies and local partner programs as appropriate. Implementation may take a variety of forms -- from development of common language in program guidelines and/or request for proposals across agencies, to formation of interagency

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design teams, to interagency review of grant submissions, to joint funding of youth programs (such as the current joint funding of Project Lead the Way). The specifics of the collaborative efforts will be dependent on the specific policy responses and/or activities developed by the CWI.

At the local level, WDB youth councils and Youth School to Work Consortia Coordinators will be the primary mechanisms for guiding local youth program services. The WDB youth councils in particular represent a broad spectrum of organizations working on youth development issues. It is expected that WDBs will continue to use the Youth Councils as a primary vehicle for ensuring dialogue and building collaborative approaches to addressing the needs of youth in their areas. The Youth School to Work Consortia Coordinators are the primary vehicle for bringing youth apprenticeship, tech prep and other youth work-based educational activities to the table in these collaborative efforts. WDBs in general indicate in their WIA Two Year Plans that they will be initiating planning to address youth service priorities, particularly out of school youth planning, when it becomes clear what changes are expected. Local collaborative efforts are expected to become more effective as state policy and guidance becomes more integrated across state agencies. As at the state level, however, specific local strategies will be dependent on local dialogue and decision making and may take many different forms, for example partnerships in youth job centering efforts, joint program funding, outreach and referral agreements, etc.

IV. Economic and Labor Market Analysis

IV. A. Economic Base by Industry

Wisconsin has a very diverse industry mix.

Industries	Total Jobs
Natural Resources, Mining & Construction	130,100
Manufacturing	501,800
Durable goods manufacturing	311,200
Nondurable goods manufacturing	190,500
Trade	432,300
Wholesale trade	113,800
Retail trade	318,500
Transportation, Warehousing & Utilities	107,200
Information	49,900
Financial Activities	157,600
Professional & Business Services	250,900
Educational Services	49,100
Health Care & Social Assistance	327,200
Leisure & Hospitality	249,900
Other Services	135,100
Government	412,100
Local (including education)	281,200
State	101,400
Federal	29,500
Total All Industries	2,803,200

Wisconsin has the second highest percentage of manufacturing jobs per its total job market in the United States. Within manufacturing, Wisconsin has extraordinary strength in wood and lumber products, fabricated metals, machinery, electrical equipment & appliances, computer & electronic products, transportation equipment, food products, paper manufacturing, printing, and plastics & rubber products. It has a very strong and growing health services industry. It has a very strong post-secondary education industry – both private and public. It has a vibrant and growing leisure and hospitality industry.

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IV. B. Growth Industries and Occupations

Growth Industries:

During the 2003-2005 period, Wisconsin's employment is expected to grow 2.2% with the addition of 60,500 jobs. Over the longer term period of 2002-2012, employment is projected to grow 13.3% and add 394,300 new jobs.

The thirty industries (at the 3-digit NAICS level) anticipated to add the most jobs in the short- and long-term are outlined in the tables below.

In the short-term, almost all (94%) of Wisconsin's new job creation will occur among the thirty industries listed. The top ten industries alone are expected to generate 60% of the new jobs. Similarly, in the long-term, 92% of Wisconsin's new job creation will occur among the group of thirty industries, with the top ten contributing to 67% of the state's employment growth.

Twenty-three industries are common to both projection periods. In both periods, health care, retail and wholesale trade, professional and business services, finance and insurance, construction, and leisure and hospitality related industries dominate. The new jobs in these industries will primarily be due to anticipated population growth, the aging of Wisconsin's population, new business creation, and business outsourcing.

The most notable difference between the short and long-term outlooks is in the number of manufacturing-related industries adding large numbers of new jobs. In the short-term six manufacturing related industries make the top 30 list, while in the long-term there is only one manufacturing industry. From 2000 through 2004 Wisconsin lost about 87,000 manufacturing jobs. Between 2005 and 2012 total manufacturing employment is expected to grow once again, but the gains will be relatively more significant during the 2003-2005 period than they will be in the 2002-2012 period. In the short-term manufacturing is expected to add 8,000 jobs. In the long-term, the net gain is projected to be 8,600 jobs.

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Thirty Industries Adding the Most New Jobs, 2003-2005				
Industry Title	Estimated Employment			
	2003	2005	Change	Percent Change
Administrative and Support Services	113,290	119,680	6,390	5.64%
Food Services and Drinking Places	179,680	185,510	5,830	3.24%
Ambulatory Health Care Services	97,430	103,040	5,610	5.76%
Social Assistance	56,520	60,390	3,870	6.85%
Fabricated Metal Product Manufacturing	68,870	72,000	3,130	4.54%
Nursing and Residential Care Facilities	68,630	71,750	3,120	4.55%
Specialty Trade Contractors	79,130	81,980	2,850	3.60%
Hospitals, Including State and Local Government	106,630	109,410	2,780	2.61%
Educational Services, Including State and Local Government	254,570	257,270	2,700	1.06%
Plastics and Rubber Products Manufacturing	33,320	35,600	2,280	6.84%
Insurance Carriers and Related Activities	65,100	67,120	2,020	3.10%
Credit Intermediation and Related Activities	54,800	56,790	1,990	3.63%
Merchant Wholesalers, Durable Goods	62,980	64,760	1,780	2.83%
Food Manufacturing	60,850	62,500	1,650	2.71%
Transportation Equipment Manufacturing	36,550	38,100	1,550	4.24%
Wood Product Manufacturing	25,630	27,000	1,370	5.35%
Truck Transportation	44,420	45,740	1,320	2.97%
General Merchandise Stores	60,730	62,030	1,300	2.14%
Food and Beverage Stores	59,430	60,700	1,270	2.14%
Professional, Scientific, and Technical Services	89,050	90,280	1,230	1.38%
Construction of Buildings	31,070	32,090	1,020	3.28%
Printing and Related Support Activities	33,750	34,700	950	2.81%
Miscellaneous Store Retailers	18,940	19,670	730	3.85%
Internet Service Providers/Web Search Portals/Data Processing Services	8,720	9,400	680	7.80%
Building Material and Garden Equipment and Supplies Dealers	27,610	28,280	670	2.43%
Management of Companies and Enterprises	37,640	38,310	670	1.78%
Transit and Ground Passenger Transport	13,530	14,180	650	4.80%
Couriers and Messengers	9,390	9,990	600	6.39%
Amusement, Gambling, and Recreation Industries	26,490	27,090	600	2.27%
Machinery Manufacturing	68,570	69,150	580	0.85%

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Thirty Industries Adding the Most New Jobs, 2002-2012				
Industry Title	Estimated Employment			
	2002	2012	Change	Percent Change
Educational Services, Including State and Local Government	255,290	293,700	38,410	15.0%
Ambulatory Health Care Services	95,160	133,100	37,940	39.9%
Administrative and Support Services	113,020	147,730	34,710	30.7%
Professional, Scientific, and Technical Services	89,350	112,970	23,620	26.4%
Food Services and Drinking Places	177,280	200,280	23,000	13.0%
Hospitals, Including State and Local Government	103,900	126,700	22,800	21.9%
Nursing and Residential Care Facilities	67,900	89,700	21,800	32.1%
Social Assistance	54,090	75,600	21,510	39.8%
Specialty Trade Contractors	79,640	98,600	18,960	23.8%
Merchant Wholesalers, Durable Goods	63,700	74,140	10,440	16.4%
Truck Transportation	44,880	54,590	9,710	21.6%
Nonstore Retailers	24,480	32,250	7,770	31.7%
Religious, Grantmaking, Civic, Professional, and Similar Organizations	84,110	91,200	7,090	8.4%
Plastics and Rubber Products Manufacturing	33,930	41,000	7,070	20.8%
Credit Intermediation and Related Activities	51,810	58,440	6,630	12.8%
Management of Companies and Enterprises	32,480	39,100	6,620	20.4%
Insurance Carriers and Related Activities	64,290	70,880	6,590	10.3%
Personal and Laundry Services	25,820	31,480	5,660	21.9%
Construction of Buildings	30,990	36,600	5,610	18.1%
General Merchandise Stores	58,890	64,300	5,410	9.2%
Miscellaneous Store Retailers	19,170	24,220	5,050	26.3%
Local Government, Excluding Education and Hospitals	130,020	135,000	4,980	3.8%
Building Material and Garden Equipment and Supplies Dealers	26,980	31,760	4,780	17.7%
Transit and Ground Passenger Transport	12,750	17,020	4,270	33.5%
Food and Beverage Stores	60,070	64,300	4,230	7.0%
Accommodation	29,980	34,200	4,220	14.1%
Amusement, Gambling, and Recreation Industries	25,070	29,190	4,120	16.4%
Motor Vehicle and Parts Dealers	39,360	43,170	3,810	9.7%
Couriers and Messengers	8,760	12,520	3,760	42.9%
Repair and Maintenance	22,310	25,950	3,640	16.3%

Declining industries:

In the short-term there are 20 industries expected to lose jobs, while in the long-term there are 21 industries. (See the tables below). In the short-term, 10 of the declining industries are in manufacturing. These manufacturing industries account for 60% of total short-term job losses. In the long-term, 12 of the industries are in manufacturing and make up 75% of the job losses.

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In the short-term federal, state, and local government are all expected to lose jobs. Over the longer period, only federal government is anticipated to have a net loss of jobs.

Industries with Declining Employment, 2003-2005				
Industry Title	Estimated Employment			
	2003	2005	Change	Percent Change
Furniture and Related Product Manufacturing	17,150	15,820	(1,330)	-7.8%
Nonmetallic Mineral Product Manufacturing	10,760	9,880	(880)	-8.2%
Local Government, Excluding Education and Hospitals	129,440	128,640	(800)	-0.6%
Apparel Manufacturing	2,150	1,770	(380)	-17.7%
State Government, Excluding Education and Hospitals	35,340	35,040	(300)	-0.8%
Clothing and Clothing Accessories Stores	18,010	17,730	(280)	-1.6%
Postal Service	14,900	14,640	(260)	-1.7%
Private Households	5,760	5,520	(240)	-4.2%
Electrical Equipment, Appliance, and Component Manufacturing	25,220	25,000	(220)	-0.9%
Textile Mills	1,640	1,460	(180)	-11.0%
Leather and Allied Product Manufacturing	2,170	2,050	(120)	-5.5%
Gasoline Stations	23,220	23,110	(110)	-0.5%
Rail Transportation	3,730	3,630	(100)	-2.7%
Federal Government	14,970	14,910	(60)	-0.4%
Chemical Manufacturing	15,010	14,970	(40)	-0.3%
Textile Product Mills	2,390	2,360	(30)	-1.3%
Beverage and Tobacco Product Manufacturing	2,930	2,910	(20)	-0.7%
Repair and Maintenance	21,380	21,370	(10)	0.0%
Water Transportation	1,600	1,590	(10)	-0.6%
Petroleum and Coal Products Manufacturing	440	430	(10)	-2.3%

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Industries with Declining Employment, 2002-2012				
Industry Title	Estimated Employment			
	2002	2012	Change	Percent Change
Paper Manufacturing	46,150	41,000	(5,150)	-11.2%
Apparel Manufacturing	2,330	870	(1,460)	-62.7%
Utilities	11,700	10,400	(1,300)	-11.1%
Primary Metal Manufacturing	20,930	19,900	(1,030)	-4.9%
Computer and Electronic Product Manufacturing	23,750	22,900	(850)	-3.6%
Leather and Allied Product Manufacturing	2,320	1,690	(630)	-27.2%
Textile Mills	1,360	740	(620)	-45.6%
Clothing and Clothing Accessories Stores	18,260	17,660	(600)	-3.3%
Postal Service	15,410	14,850	(560)	-3.6%
Chemical Manufacturing	14,670	14,190	(480)	-3.3%
Miscellaneous Manufacturing	17,030	16,650	(380)	-2.2%
Broadcasting (except Internet)	5,010	4,650	(360)	-7.2%
Private Households	5,620	5,270	(350)	-6.2%
Rail Transportation	3,730	3,400	(330)	-8.8%
Electrical Equipment, Appliance, and Component Manufacturing	27,150	26,900	(250)	-0.9%
Textile Product Mills	2,610	2,400	(210)	-8.0%
Beverage and Tobacco Product Manufacturing	2,930	2,740	(190)	-6.5%
Telecommunications	14,670	14,580	(90)	-0.6%
Federal Government, Excluding Postal Service	14,490	14,400	(90)	-0.6%
Petroleum and Coal Products Manufacturing	430	370	(60)	-14.0%
Publishing Industries	18,180	18,140	(40)	-0.2%

Growth occupations:

The 30 occupations projected to add the most new jobs during 2003-2005 and 2002-2012 are illustrated in the tables below. Registered nurses are at the top in both the short and long-term.

Twenty-five occupations are common to both outlooks. These occupations are scattered across several major occupational groups with no one group dominating the lists.

There are three production occupations that are on the short-term list, but not on the long-term list. There are also three education occupations on the long-term list that are not found on the short-term list.

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Thirty Occupations Adding the Most New Jobs, 2003-2005				
	Estimated Employment			
Occupation Title	2003	2005	Change	Percent Change
Registered Nurses	47,470	49,500	2,030	4.3%
Comb Food Prep/Serv Wrk/Incl Fast	45,310	47,170	1,860	4.1%
Retail Salespersons	84,560	86,100	1,540	1.8%
Customer Service Reps	39,340	40,870	1,530	3.9%
Waiters/Waitresses	45,180	46,590	1,410	3.1%
Cashiers	67,910	69,290	1,380	2.0%
Nursing Aides/Orderlies/Attendants	42,380	43,760	1,380	3.3%
Truck Drivers/Heavy/Tractor-Trailer	50,810	52,120	1,310	2.6%
Personal/Home Care Aides	18,500	19,800	1,300	7.0%
Sls Reps/Whls/Mfg/Ex Tech/Sci Prod	33,340	34,430	1,090	3.3%
Janitors/Cleanrs Ex Maids/Hskpng	52,870	53,890	1,020	1.9%
Receptionists/Info Clerks	24,690	25,640	950	3.8%
Home Health Aides	12,190	13,080	890	7.3%
Carpenters	31,700	32,560	860	2.7%
Truck Drivers/Light or Delivery Srvc	25,140	25,930	790	3.1%
General/Operations Mgrs	29,820	30,580	760	2.5%
Maint/Repair Wrks/General	27,060	27,780	720	2.7%
F-L Sups/Mgrs of Prdn/Operat Wrks	22,370	23,090	720	3.2%
Computer Systems Analysts	12,930	13,650	720	5.6%
Office Clerks/General	50,900	51,530	630	1.2%
Packers/Packagers/Hand	24,040	24,660	620	2.6%
Electricians	13,810	14,430	620	4.5%
Social/Human Service Assts	8,090	8,650	560	6.9%
Medical Assts	6,260	6,800	540	8.6%
Preschool Teachers/Ex Special Ed	11,160	11,690	530	4.7%
Food Prep Wrks	16,620	17,140	520	3.1%
Tellers	13,710	14,230	520	3.8%
Accountants/Auditors	20,010	20,520	510	2.5%
Packagng/Fillng Machn Oprs/Tendr	16,740	17,240	500	3.0%
Welders/Cutters/Solderers/Brazers	11,660	12,130	470	4.0%

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Thirty Occupations Adding the Most New Jobs, 2002-2012				
	Estimated Employment			
Occupational Title	2002	2012	Change	Percent Change
Registered Nurses	46,530	61,130	14,600	31.4%
Nursing Aides/Orderlies/Attendants	41,970	52,280	10,310	24.6%
Retail Salespersons	84,190	94,330	10,140	12.0%
Truck Drivers/Heavy/Tractor-Trailer	51,170	61,120	9,950	19.4%
Comb Food Prep/Serv Wrk/Incl Fast	44,560	53,510	8,950	20.1%
Customer Service Reps	39,250	47,400	8,150	20.8%
Personal and Home Care Aides	17,630	25,620	7,990	45.3%
Cashiers	67,550	75,270	7,720	11.4%
Janitors/Cleanrs Ex Maids/Hskpng	52,710	60,420	7,710	14.6%
Receptionists/Info Clerks	24,390	31,160	6,770	27.8%
Sls Reps/Whls/Mfg/Ex Tech/Sci Prod	33,720	40,280	6,560	19.5%
Waiters/Waitresses	44,980	51,120	6,140	13.7%
Home Health Aides	11,800	17,750	5,950	50.4%
Truck Drivers/Light or Delivery Srvc	25,020	30,210	5,190	20.7%
Carpenters	31,700	36,650	4,950	15.6%
Computer Systems Analysts	12,910	17,880	4,970	38.5%
Office Clerks/General	50,670	55,280	4,610	9.1%
General and Operations Mgrs	29,690	34,270	4,580	15.4%
Teacher Assts	25,850	30,310	4,460	17.3%
Maint/Repair Wrks/General	27,270	31,130	3,860	14.2%
Accountants and Auditors	20,010	23,800	3,790	18.9%
Maids/Housekpng Cleaners	28,290	31,940	3,650	12.9%
Electricians	14,190	17,740	3,550	25.0%
Social/Human Service Assts	7,810	11,410	3,600	46.1%
Medical Assts	6,110	9,660	3,550	58.1%
Secondary Schl Tchrs Ex Sp/Voc Ed	24,770	28,180	3,410	13.8%
Landscaping/Grndskpng Wrks	19,910	23,300	3,390	17.0%
Preschool Teachers/Ex Special Ed	10,980	14,190	3,210	29.2%
Elemen Schl Tchrs Ex Special Ed	29,730	32,870	3,140	10.6%
Packers/Packagers/Hand	24,340	27,360	3,020	12.4%

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Declining occupations:

The occupations declining in employment over the short term and the long term include many clerical and administrative support occupations and many machine operators and production occupations, such as assemblers.

Thirty Occupations with Declining Employment, 2003-2005				
Occupational Title	Estimated Employment			
	2003	2005	Change	Percent Change
Secretaries/Ex Legal/Medical/Exec	43,850	42,980	(870)	-2.0%
Word Processors/Typists	4,040	3,700	(340)	-8.4%
Stock Clerks/Order Fillers	31,180	30,970	(210)	-0.7%
Door Sales/News/St Vndrs/Rel Wkrs	5,030	4,850	(180)	-3.6%
Order Clerks	12,090	11,920	(170)	-1.4%
PS Mail Sort/Proc/Proc Machn Oprs	4,470	4,330	(140)	-3.1%
Cabinetmakers/Bench Carpenters	3,600	3,460	(140)	-3.9%
Middle School Tchrs/Ex Sp./Voc Ed	17,830	17,700	(130)	-0.7%
Electrical/Electronic Equipmnt Asst	6,480	6,350	(130)	-2.0%
Cooks/Institution/Cafeteria	9,450	9,340	(110)	-1.2%
Sewing Machine Oprs	5,090	4,980	(110)	-2.2%
Sec/Admn Asst/Othr Offc Sup Wkrs/AO	6,020	5,920	(100)	-1.7%
Computer Oprs	3,360	3,260	(100)	-3.0%
Bookkeep/Account/Auditing Clerks	44,510	44,420	(90)	-0.2%
Assemblers/Fabricators/All Other	6,800	6,710	(90)	-1.3%
Telemarketers	6,150	6,060	(90)	-1.5%
Postal Service Mail Carriers	6,810	6,730	(80)	-1.2%
Travel Agents	1,780	1,710	(70)	-3.9%
Dental Lab Techs	1,110	1,040	(70)	-6.3%
Telephone Oprs	650	580	(70)	-10.8%
Clergy	10,990	10,930	(60)	-0.5%
Parts Salespersons	4,910	4,850	(60)	-1.2%
Eligibility Interviewers/Gov't Progrms	1,420	1,360	(60)	-4.2%
Data Entry Keyers	6,900	6,850	(50)	-0.7%
Loan Interviewers/Clerks	3,420	3,370	(50)	-1.5%
Textl Knit/Weav Mchn Set/Op/Tndrs	560	510	(50)	-8.9%
File Clerks	5,010	4,970	(40)	-0.8%
Mail Clerks/Mail Machn Oprs/Ex P S	3,340	3,300	(40)	-1.2%
Mix/Blend Machn Settrs/Oprs/Tendrs	2,810	2,770	(40)	-1.4%
Announcers	2,060	2,020	(40)	-1.9%

Thirty Occupations with Declining Employment, 2002-2012				
Occupational Title	Estimated Employment			
	2002	2012	Change	Percent Change
Secretaries/Ex Legal/Medical/Exec	43,870	41,100	(2,770)	-6.3%
Word Processors/Typists	4,020	2,320	(1,700)	-42.3%
Door Sales/News/St Vndrs/Rel Wkrs	5,260	4,000	(1,260)	-24.0%
Stock Clerks/Order Fillers	31,090	29,880	(1,210)	-3.9%
Electrical/Electronic Equipmnt Asst	7,110	6,170	(940)	-13.2%
Team Assemblers	45,850	44,920	(930)	-2.0%
Telemarketers	6,180	5,550	(630)	-10.2%
Computer Oprs	3,370	2,770	(600)	-17.8%
Prepress Techs/Wrks	3,630	3,150	(480)	-13.2%
PS Mail Sort/Proc/Proc Machn Oprs	4,620	4,150	(470)	-10.2%
Loan Interviewers/Clerks	3,220	2,780	(440)	-13.7%
Travel Agents	1,950	1,530	(420)	-21.5%
Telephone Oprs	660	260	(400)	-60.6%
Data Entry Keyers	6,830	6,520	(310)	-4.5%
Announcers	2,030	1,730	(300)	-14.8%
Mix/Blend Machn Settrs/Oprs/Tendrs	2,870	2,610	(260)	-9.1%
Engine/Other Machn Assemblers	3,390	3,160	(230)	-6.8%
Legislators	5,240	5,030	(210)	-4.0%
Eligibility Interviewers/Gov't Progrms	1,420	1,210	(210)	-14.8%
Coil Winders/Tapers/Finishers	2,630	2,430	(200)	-7.6%
Meter Readers/Utilities	1,010	820	(190)	-18.8%
Textl Knit/Weav Mchn Set/Op/Tndrs	520	350	(170)	-32.7%
Parts Salespersons	4,960	4,800	(160)	-3.2%
File Clerks	4,960	4,810	(150)	-3.0%
Mail Clerks/Mail Machn Oprs/Ex Post	3,340	3,190	(150)	-4.5%
Sewing Machine Oprs	5,320	5,170	(150)	-2.8%
Weld/Solder/Braze Mchn Set/Op/Tnd	2,530	2,390	(140)	-5.5%
Foundry Mold/Coremakers	1,370	1,250	(120)	-8.8%
Brokerage Clerks	1,100	980	(120)	-10.9%
Shoe Machine Operators/Tenders	460	340	(120)	-26.1%

IV. C. In-Demand Industries and Occupations

Health care as an industry, and particularly healthcare practitioners and technical occupations have both an immediate and long-term demand for skilled workers. In 2005, it is estimated that 5,000 workers per year, replacement and growth, will be needed in these occupations. Over the longer term, this need is projected to increase to an average of 6,300 workers per year.

Computer technology occupations are projected to see a high demand over the next several years. These occupations are found in many industries, including financial activities, information, and professional and business services. About 3,300 job openings are expected in 2005. Over the longer-term the need is expected to increase to an average of 3,800 openings per year.

IV. D. Employment Critical to State's Economy

Wisconsin's economy is in transition from a traditional manufacturing economy with a large number of production occupations to a much more diverse economy relying on more technical occupations. This is occurring in manufacturing, health care, professional and business services, etc. Health care technicians and technologists, computer technology professionals, industrial technology workers, truck drivers, customer service representatives, first/line supervisors in administrative services, production, retail trade and health care are among the most critical positions in Wisconsin's economy.

IV. E. Skill Needs

The top skill needs for jobs in 2005, and for jobs out to 2012, are (1) reading comprehension; (2) active listening; (3) speaking; (4) writing; and (5) critical thinking.

The entire lists of skill needs for current and projected jobs are below. These skills are also important in Wisconsin's critical occupations, although the relative significance of any particular skill varies by occupation.

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2003-2005 Skills Needed		
Skill	2003 Supply	2005 Demand
Reading Comprehension	1,246,590	38,730
Active Listening	1,190,290	37,240
Speaking	1,026,800	32,160
Writing	898,460	28,510
Critical Thinking	847,610	27,290
Active Learning	779,400	24,820
Instructing	708,890	23,270
Coordination	698,990	22,730
Learning Strategies	699,950	22,610
Monitoring	697,270	22,280
Social Perceptiveness	661,080	20,910
Time Mgmt	593,210	18,470
Judgment and Decision Making	500,590	16,520
Mathematics	452,640	14,940
Service Orientation	408,800	14,730
Complex Problem Identification	410,690	13,790
Persuasion	371,940	12,080
Equipment Selection	249,440	8,480
Mgmt of Personnel Resources	269,570	7,590
Troubleshooting	211,890	7,320
Installation	180,950	6,360
Negotiation	158,480	4,750
Equipment Maintenance	132,370	4,580
Operations Analysis	129,040	4,270
Mgmt of Financial Resources	143,290	4,250
Systems Evaluation	120,900	4,080
Quality control	113,380	3,980
Systems Analysis	102,380	3,430
Science	104,500	3,380
Repairing	104,400	3,240
Mgmt of Material Resources	104,090	3,190
Operation Monitoring	89,670	3,160
Operation and Control	69,170	2,500
Technology Design	63,710	2,230
Programming	16,950	610

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Wisconsin's WIA State Plan 2005-2007

2002-2012 Skills Needed (Average Annual Demand)	
Skill	Ave Ann Demand
Reading Comprehension	44,520
Active Listening	42,480
Speaking	37,320
Writing	32,620
Critical Thinking	31,360
Active Learning	28,740
Instructing	27,120
Learning Strategies	26,670
Coordination	26,600
Monitoring	25,570
Social Perceptiveness	25,120
Time Mgmt	22,070
Judgment and Decision Making	18,880
Service Orientation	17,230
Mathematics	16,770
Complex Problem Identification	15,600
Persuasion	14,580
Equipment Selection	9,870
Mgmt of Personnel Resources	8,910
Troubleshooting	8,300
Installation	7,170
Negotiation	5,520
Equipment Maintenance	5,140
Mgmt of Financial Resources	5,090
Operations Analysis	4,920
Systems Evaluation	4,720
Quality control	4,300
Systems Analysis	4,060
Mgmt of Material Resources	3,800
Repairing	3,800
Operation Monitoring	3,380
Science	3,360
Operation and Control	2,670
Technology Design	2,630
Programming	680

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IV. F. Demographics of Labor Pool

Wisconsin's present and projected workforce is characterized by a more than normally large baby boom cohort. Wisconsin, being a predominantly white non-Hispanic population, had a very large baby boom and subsequently has a very large cohort of 41 to 59 year old persons. The state also has not been a magnet state for new arrivals of immigrant populations and thus has not experienced large numbers of young replacement workers. Additionally, the large and particularly vibrant metropolitan areas like Minneapolis/St. Paul and Chicago have drawn a particularly large population of recent Wisconsin college graduates. This has given Wisconsin early glimpses of worker shortages that are very likely to be exaggerated in the relatively near future.

IV. G. Labor Pool Migration

In-migration for Wisconsin has always included a fairly large contingent of migrant workers who have historically labored in Wisconsin's agricultural and food packaging industries. Many of the migrant workers have been attracted to other Wisconsin industries in recent years leaving voids in the agricultural and food packaging industries.

In recent years, Wisconsin has experienced considerable in-migration of residents into Wisconsin counties directly adjacent to the Twin Cities and Chicago markets. However, these new in-migration residents have jobs in the Twin Cities and Chicago markets. Rather than alleviate worker shortages, these new arrivals actually increase the need for service workers in the communities in which they now reside. They also create housing shortages and escalating housing costs for workers in the communities they are moving into.

Out-migrations are occurring among Wisconsin's young, but particularly its young highly educated populations. Many of Wisconsin's young, recently highly educated populations are migrating to large dynamic metropolitan areas in the Midwest and other places in the country. These young people are very often attracted by the new industrial compositions of those communities.

IV. H. Skills Gaps of Labor Pool

From now until at least 2012, Wisconsin is most likely to experience the largest skill gaps in (1) reading comprehension; (2) active listening; (3) speaking; (4) critical thinking; and (5) writing. Significant skill gaps will also likely exist in thirteen other skills (as illustrated below).

Skills with the Largest Skills Gaps		
Skill	Skills Gap Index	
	2003-2005	2002-2012
Reading Comprehension	100	100
Active Listening	97	97
Speaking	94	94
Critical Thinking	91	91
Writing	89	89
Instructing	86	86
Coordination	83	83
Active Learning	80	80
Monitoring	77	77
Learning Strategies	74	74
Social Perceptiveness	71	71
Time Mgmt	69	69
Judgment and Decision Making	66	66
Service Orientation	63	63
Complex Problem Identification	60	60
Mathematics	57	54
Persuasion	54	57
Equipment Selection	51	51

IV. I. Workforce Development Issues

The most important workforce development issue identified by Wisconsin is engaging more people in the workforce. This includes minority workers, workers with disabilities, older workers, females, and others. Often this means addressing barriers to employment such as transportation, childcare, education and training.

The connection of workforce development to economic development has also been identified as a major issue in Wisconsin's economic success. The increased demand for higher skilled workers will require additional education and training. The need is for economic development that recognizes the hidden workforce (older workers, immigrants, persons with disabilities, etc.) and partners and collaborates with the workforce development community to make sure the economic development activities fully utilize the potential labor force.

Initiatives to Grow Wisconsin

The initiatives to implement this vision are organized in four categories:

- Create a Competitive Business Climate;
- Invest in People;
- Invest in Wisconsin Businesses; and
- Reform Regulations and Make Government Responsive.

V. C. Strategies for High-Growth, High-Demand Occupations

Wisconsin is pursuing a number of strategies to identify and target industries and occupations within the state that are high-growth, high-demand and vital to the state's economy. Of the 30 occupations expected to grow the fastest over the next 10 years, half are healthcare related. The next largest group are computer technology occupations and the state's post-secondary institutions are maintaining pace with the demand. The table below lists the 30 fastest growing occupations.

Thirty Fastest Growing Occupations, 2002-2012		
Occupational Title	2002-2012 Percentage Change	2002-2012 Employment Change
Medical Assistants	58.1%	3,550
Network Systems and Data Communications Analysts	56.4%	1,730
Medical Records and Health Information Technicians	54.4%	2,120
Physician Assistants	52.2%	590
Computer Software Engineers, Systems Software	51.4%	1,110
Home Health Aides	50.4%	5,950
Physical Therapist Aides	46.3%	380
Social and Human Service Assistants	46.1%	3,600
Personal and Home Care Aides	45.3%	7,990
Respiratory Therapy Technicians	44.3%	310
Respiratory Therapists	43.6%	610
Computer Software Engineers, Applications	43.0%	2,090
Physical Therapist Assistants	42.7%	560
Dental Hygienists	42.5%	1,550
Dental Assistants	42.5%	2,420
Veterinary Technologists and Technicians	41.9%	540
Radiation Therapists	40.9%	180
Hazardous Materials Removal Workers	40.9%	360
Cardiovascular Technologists and Technicians	40.3%	250
Personal Financial Advisors	39.6%	890
Computer Systems Analysts	38.5%	4,970
Occupational Therapist Assistants	37.7%	230
Heating/Air Conditioning/Refrigeration Mechanics/Installers	37.0%	1,520
Environmental Engineers	36.5%	380
Foreign Language and Literature Teachers, Postsecondary	35.8%	190
Surgical Technologists	35.7%	610
Psychology Teachers, Postsecondary	35.2%	190
Education Teachers, Postsecondary	35.1%	460
Database Administrators	35.0%	570
Communications Teachers, Postsecondary	34.9%	290

Some strategies to respond to high-growth needs include: the development of a Job Service organizational plan; the CWI identification of areas to be addressed including regional partnerships, skill needs and economic development; WORKnet; a new requirement for WDBs to spend 35 percent of their formula funds on training and training supports in high growth/high demands occupations; creation of the Office of Economic Initiatives within DWD to focus on industry clusters with particular attention to healthcare, construction, technology and advanced (high-skilled) manufacturing; the Office of Economic Advisors (OEA) that assists economic data users to better understand the relationships between labor markets and other economic and demographic specifics. OEA helps users interpret labor force data and focus on the issues and trends influencing employment growth in Wisconsin. OEA publishes monthly and annual reports that provide an overview of county and state trends. These include *Workforce Observations*, *County Workforce Profiles* and state and regional *Employment Projections*. The CWI also has a specific objective to identify high-wage, high-skilled jobs through the work of its Workforce Strategies Committee.

Milwaukee Initiatives Task Force – Construction Center of Excellence

In September 2004 DWD convened a taskforce to strengthen workforce development in Milwaukee. The group has addressed issues such as identification of training resources, the referral process in Job Centers, employment projections for projects, Wisconsin Regional Training Partnership training requirements, and the development of marketing materials related to employment opportunities in the construction industry. DWD has earmarked \$50,000 from the WIA set-aside funds for construction training, in partnership with the Private Industry Council (Milwaukee WDB) earmarking \$50,000 of local WIA training funds to use in a customized skills training program.

DWD and the Department of Transportation are providing support for the development of the new Construction Center of Excellence. Over the next three years, DWD will provide \$25,000 annually to help the Initiative for a Competitive Milwaukee link private sector demand to training and promote inner city advantages. To further assist in the actual training, DWD has set-aside \$50,000 for the coming year to pay training costs for individuals. DWD has also convened a task force of Milwaukee Job Center Network organizations to plan Job Center staff training on the construction opportunities and job seeker orientations to recruit trainees for the construction center. DWD local Job Service staff, along with other Job Center agency personnel, are being mobilized to actively recruit trainees and assist with job placement into high-paying construction jobs for the future.

V. J. Waivers and Workflex

Wisconsin currently has one waiver in place related to the time period for initial eligibility for training providers and will be requesting an extension of this waiver. Policy review may identify additional areas for which Wisconsin will request additional waivers over time. Wisconsin is not a Workflex State.

VI. State Policies and Requirements

VI. A. Common Data Collection and Reporting Processes

The Automated System Support for Employment and Training (ASSET) is used to track job seeker services for WIA Title 1-B, Title III, Trade Adjustment Assistance, UI Reemployment, and Department of Corrections Offender Release program. During the next two years, Wisconsin Works (W-2, TANF's work program in Wisconsin), FSET, and the Refugee Employment and Training program will be moved into ASSET.

ASSET and its associated data warehouses provide participant and performance information to help manage the programs within a Job Center. To track services provided to business Job Centers use the Wisconsin Employer Record System (ERS) on a voluntary basis. The ERS is being re-engineered to integrate with the Wisconsin Job Order System (WJOS). The new system will be known as JobNet Business (JNB) and will allow for faster, easier and more interactive use by employers and Job Center staff. JNB and its associated data warehouses will enable DWD to evaluate service to employers, provide reports to manage the Job Centers and demonstrate accountability for business services. Use of JNB will be required for all Job Centers.

VI. B. Administrative Resources

DWD began an initiative in early 2005 to refocus Wisconsin's Job Center system to support *Grow Wisconsin* that will require a greater emphasis on training in order to meet the demand for high skill workers. DWD will require that each WDB reserve 35 percent of each year's allocation of WIA Title 1-B funds for skill training and training supports to prepare people for high-wage/high-quality jobs.

A basic premise of the Job Center idea has been to gain operational efficiency and reduce duplication by housing services in a central location. The state recognizes the need to demonstrate a strong commitment to the Job Center system. In that spirit, the DWD Secretary will explore requiring the following DWD direct service staff to relocate to Job Centers whenever possible: Equal Rights, Apprenticeship, UI (other than call centers), Labor Market Analysts, Vocational Rehabilitation, and W-2.

DWD is committed to the development and continuous improvement of reporting/information brokering systems not only to keep pace with federal requirements but, equally important, to provide customers, direct services staff and managers with state-of-the art tools.

DWD will also release minimum requirements that a Job Center must meet to receive resource support from DWD such as DWD staff, IT line costs, rent, etc. A workgroup will be convened after July 1, 2005 to develop the criteria. While it is not DWD's intent to cause any Job Centers to close, resources can no longer support a DWD presence in 78 Job Centers. WDBs may choose to keep Job Centers open that DWD does not support if they have the means to do so.

VI. C. Universal Access

Section 188 of WIA (20 CFR Part 652 et. al.) prohibits discrimination on the basis of disability as well as race, color, religion, sex, national origin, age, political affiliation or belief, and, for beneficiaries only, of citizenship on the basis of an individual's status as a citizen or national of the United States, or as an individual lawfully authorized to work in the United States, or of his or her participation in any WIA Title I-financially assisted program or activity.

In accordance with the Section 188 regulations, the Governor monitors all WIA Title I-financially assisted programs. This responsibility includes ensuring compliance with the nondiscrimination and equal opportunity

provisions. Section 188 regulations specify that each Governor must establish and adhere to a "Methods of Administration" (MOA) for state programs under WIA Title I. The MOA must give a reasonable guarantee that all recipients comply with the nondiscrimination and equal opportunity provisions of WIA and the implementing regulations. Wisconsin has an approved MOA with an expiration date of 06/24/06. DWD staff conducts regular training and monitoring on the application of the MOA and Section 188 to Job Center operations to ensure universal access for all customers.

VI. D. State Policies that Support a Demand Driven Approach (not mentioned elsewhere in Plan).

This is described elsewhere in the Plan:

- See IX. B. for a description of plans to increase awareness of high quality labor market information;
- See IX. C. d. ii. for a description of staff training in business services and job development;
- See IX. D. on Rapid Response activities that are demand-driven;
- See IX. E.3. for the demand-driven youth activities; and,
- See IX. F. on Business Services.

VI. E. Apprenticeship and Job Corps

Applications for the Job Corps are available at all Wisconsin Job Centers. Through local agreements, Job Corps representatives hold office hours in several of the Job Centers.

We will explore locating Apprenticeship Field Representatives in Job Centers, which will provide the opportunity to improve working relationships, including referrals to apprenticeship programs. Several Job Centers provide apprenticeship entrance testing and the Job Centers are used for special recruitments.

VII. One-Stop System

VII. A. Quality and Competencies

As part of DWD's effort to *Grow Wisconsin* through a "strong and focused Job Center system," new requirements are proposed for the classification of Job Centers. Requirements are described in the comprehensive and satellite centers requirements (See IX.A.3).

DWD will issue *Job Center Service Standards* and *Outcomes* for job seekers and employers. Additionally, DWD is working with the WDBs and the CWI to implement a staff competency/credentialing system for workforce professionals. The system will use the National Association of Workforce Development Professionals' competency program.

VII. B. Maximum Integration for Business and Individual Customers

Governor Doyle established a strong link between workforce development and the economic growth of Wisconsin's economy in his *Grow Wisconsin* initiative. DWD is responding to his leadership by refocusing our direction to Job Centers.

Since the inception of WIA, Wisconsin has used the *1999 Job Center Standards* (Attachment K) to guide Workforce Development Boards and their partners to provide coordinated, collaborative services to customers. In early PY2005, a workgroup of job center partners will be convened by DWD to craft new guidance. This replacement guidance will be the *Job Center Service Standards and Outcomes*.

DWD provided training beginning in late PY03 and throughout PY04 in support of maximum integration of services to individuals and business. The effort began with the two Business Relations Group (BRG) symposia held in June of 2004. Regional and national DOL staff participated in the symposia. Attendees received an introduction to the BRG and to demand-driven service delivery. Also included in the event were sessions on Working with Economic Development and Using Labor Market Information in service delivery.

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In 2004, DWD re-introduced the semi-annual Job Center Roundtables. Breakout sessions were held on: what business wants from Job Centers; how to coordinate services with economic development; and, current labor market conditions.

In 2005, DWD sponsored two Job Development Symposia. These two-day sessions emphasized the importance of working with business to determine their needs in order to find jobs for the individuals coming to

VIII. G. 3. Maintenance of State Training Provider List

Wisconsin's *WIA State List of Eligible Programs and Providers* is maintained by the Bureau of Workforce Programs (BWP). Once applications are approved by one of the 11 local WDBs, they are sent to BWP for final review. BWP staff review training provider applications within the required 30 days. If there are problems, the application is sent back to the WDB for further clarification. If there are no problems, the training program and provider are placed on the list.

The enhancement of the list has been an ongoing process since it was originated in 1999. It has gone from a flat file to a stand alone Oracle data base application. It now has greater capabilities for sorting and filtering data and presenting it to the user in a readable and comparable format. Eventually, the intent is for it to have capacity for training providers to update their program and provider information electronically. Until this happens, training providers are reminded through a list serve notification to keep BWP informed of changes to their program and contact information.

VIII. G. 4. Appeal Process

When there is a need to remove a program and provider from the state list, the local WDB that submitted the application and BWP work together to address the situation. They decide who will send the letter. (Usually it is BWP.) It states the reason(s) for removal and gives appeal information. An appeal form reference is included -- http://www.dwd.state.wi.us/dwd/forms/DWD/DWSD_7627.htm. The appeal follows DWD policy for all WIA appeals.

VIII. G. 5. Grants and Contracts Processes

Granting of funds in competitive and non-competitive processes is done in accordance with the *State Procurement Manual* that details procedures and the public notifications requirements for potential bidders to be made aware of the availability of grants and contracts.

Thresholds for procurement start at \$5,000: Costs of \$5,000 or less can be a direct charge; costs between \$5,000 and \$25,000 require a simplified bid (at least three bids or maybe sole source); costs greater than \$25,000 require a Request for Proposal (RFP) and at least six months lead time to develop the RFP is recommended.

The public notice and its distribution process require the following:

- Any procurement over \$25,000 will be advertised, regardless of the procurement method, in the legal notices column of the official state newspaper. In addition, these legal notices may be placed in other media selected by the State Bureau of Procurement or authorized agencies.
- Procedures for placing legal notices in the official state newspaper are published in State Procurement Operational Bulletin No. 15-83340-(5L). The bulletin also contains the name of the newspaper, rates, schedules, examples, and other ordering information and instructions.
- Legal notices for official sealed bids or requests for proposals (RFPs) appear once each week for a minimum of two weeks in the official state newspaper after obtaining Request for Purchasing Approval/Authority (RPA) approval from the State Bureau of Procurement. There will be a minimum of seven days between publication of the first notice and the last notice and between the last notice and the date submissions are due.
- Legal notices for noncompetitive negotiations (sole source) and general waivers may be placed in the official state newspaper prior to obtaining RPA approval from the State Bureau of Procurement. However, the contract may not be awarded or the purchase order issued until approval is obtained from the Bureau. If additional vendors indicate an interest in bidding or proposing as a result of the advertisement, the agency will notify the State Bureau of Procurement and submit a new RPA

requesting to use a competitive process.

- For noncompetitive negotiations, there will be a minimum of seven days between publication of the first notice and the last notice and between the last notice and the date on which the contract will be awarded or the purchase order will be issued.
- For general waivers, there will be a minimum of seven days between publication of the first notice and the last notice and between the last notice and the date on which the initial contract will be awarded or the purchase order will be issued.
- Legal notices may be combined according to their common date.
- Documentation of publication:
 - Agencies will request and pay for affidavits of publication of legal notices as each agency deems appropriate to meet statutory and agency requirements. The fee for an affidavit of publication is one dollar (\$1.00).
 - If an affidavit is not requested, the agency will have on file tear sheets from the newspaper or actual notices as taken from the newspaper as documentation the legal notice requirements have been met.

VIII. G. 6. Local Criteria for Youth Activities

All 11 WDBs develop their own criteria for selecting youth providers. DWD encourages them to build their criteria on the following principles: demonstrated effectiveness, financial stability, fiscal accountability, cost effectiveness, qualifications and expertise of staff, and demonstrated linkages with other youth providers, schools, employers, and the Job Center system.

WDBs are required to keep DWD informed of current information on each of their youth service providers through their local plan and modification process. DWD puts this information on its statewide WIA website. The information collected includes WDB counties covered by a service provider, their contact information, whether they serve in school and out-of-school youth and younger and older youth. The WIA website address is <http://dwd.wisconsin.gov/dwdwia/youth/default.htm>.

DWD Local Program Liaisons monitor the WDBs to ensure that youth programs comply with state policy, federal rules and regulations and WIA Law.

DWD provides Technical Assistance and Training on the Request for Proposal process to ensure that WDBs know how to solicit and contract with quality youth service providers and determine their ability to provide the 10 required program elements.

WDBs use several criteria to rate the success of youth service providers, which helps them identify effective and ineffective activities. WDBs also monitor each youth service provider, on a regular basis, to ensure they are providing the services listed in their contract.

VIII. H. One-Stop Policies

VIII. H. 1. Coordination of Partners and Wagner-Peyser Funds

The Wisconsin Job Center system involves all WIA mandated partners described in 20 CFR 662.200. WIA requirements and state policies (such as the 1999 Job Center Standards) have driven collaboration and coordination efforts. Roles and responsibilities are formalized through the development of the local MOU.

DWD administers Vocational Rehabilitation, TANF, WIA, and Wagner-Peyser programs, and maintains an inter-agency collaboration team to further enhance coordination between programs. For WIA and Wagner-Peyser programs, DWD ensures that all policy directives to local partners and staff encourage integrated service delivery. This ensures high-level, non-duplicative services to customers.

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Wagner-Peyser's role in the One-Stop is defined by two documents, the local MOU and the Job Service Operations Plan (soon to be completed). The Operations Plan provides State direction for engagement in the local MOU.

VIII. H. 2. Improvements and Technical Assistance

DWD helps local areas identify needed improvements through on-site monitoring, customer satisfaction surveys, and self-assessments. Technical assistance is provided based on need and the pervasiveness of the issue. Single site issues are dealt with on a one-on-one basis. Multi-site issues may be dealt with through group training (for example: a roundtable break-out session, calling in an expert to provide an intensive training).

VIII. H. 3. Additional Mandatory Partners

Wisconsin's primary TANF program, W-2, and the FSET program are mandated One-Stop partners. The W-2 and FSET programs are physically integrated into the Job Centers throughout the state either on a co-location, itinerant-staffed or network basis. While the level of physical integration varies throughout the state, all W-2 agencies, which currently administer the W-2 and FSET programs through the W-2 and Related Programs contract, are expected to coordinate with other Job Center partner programs in their WDA to maximize programmatic resources and eliminate duplication of services. Referral to other Job Center programs and dual-enrollment of appropriate individuals ensures that W-2 participants and FSET participants have access to the spectrum of services available through Wisconsin's workforce development system. As a means to augment coordination across partner programs, WDBs include a W-2 agency representative. Likewise, agencies that are selected to administer contracts for the W-2 and related programs must provide an opportunity for the area WDB to review and comment on their W-2 and Related Programs Plan.

VIII. I Oversight and Monitoring Process

The DWD has four staff called Local Program Liaisons (LPL) and 11 WDBs. Each LPL is assigned specific WDBs for which they provide WIA program oversight, technical assistance and monitoring to achieve Wisconsin's vision and goals of continuous improvement of the WIA Program.

Criteria guiding their roles include:

- Compliance with program policies and procedures and operation within the parameters established by WIA Law, Federal Regulations, and DWD's *Workforce Programs Guide*;
- Provision of quality services to jobseekers and employers according to the approved State WIA Plan and local WIA plans;
- Entry of valid data into Wisconsin's WIA participant tracking systems called ASSET;
- Provision of accurate eligibility determination and supporting documentation in case files;
- Performance outcomes are at the meet or exceed level;
- Provision that case file documentation meets DOL requirements for annual data validation;
- Provision that WDBs are implementing corrective action steps identified in DOL audits, state monitoring reports, and corrective action plans for certain WDBs that did not meet their WIA performance measures;
- Provision of appropriate expenditure levels for grants; and
- Compliance with all program policy, including priority of service for veterans.

LPLs complete the following oversight and monitoring activities and procedures on an ongoing basis to ensure the above criteria is being met (see the WIA Program Monitoring Guides, Attachment M):

- Attendance at local WDB meetings, WDB subcommittee meetings, One-Stop center meetings, and case managers' meetings;
- Review/approval of/sign-off of local WIA plans and modifications and subsequent grant awards;
- Certification/recertification of local WDB member composition;
- Review/approval of the WDB's local service delivery policies;
- Provision of technical assistance to WDBs;

- **Formal Negotiation at the State Level.** If after five days at the informal discussion level, the impasse has not been resolved, then an impartial entity, such as the Wisconsin Employment Relations Commission, will be enlisted to negotiate between the parties.
- **No Resolution.** Failure to execute an MOU by July 1, 2000 will result in:
 - The Governor and the responsible state agency must report this to the Secretary of Labor and to the head of any other Federal agency with responsibility for oversight of a partner's program.
 - The involved partner will not be permitted to serve on the WDB, and
 - The local area in which a WDB has failed to execute an MOU with all of the required partners will not be eligible for State incentive grants awarded on the basis of local coordination of activities under 20 CFR 665.200(d)(2).

VIII. K. 3. Local Board as Service Provider

DWD has been clear with the WDBs regarding the limited conditions under which a local board may provide services directly. WIA Policy 02-01 is Attachment L.

VIII. K. 4. Training Providers Performance Information

Wisconsin follows what is written in WIA section 122(h)(2) concerning the collection of performance information from training providers of on-the-job and customized training. It gives the Governor discretion to decide if performance information will be collected. Wisconsin does not require this information be collected.

VIII. K. 5. Reallocation

The state has a process in place for recapturing and reallocating funds. Funds not expended after the end of the two-year grant period will be deobligated. If a WDB is below 70 percent of expected spending at the end of year one, reallocation may occur. DWS will issue these recaptured amounts as additional WIA grants to WDBs that have expended all their funds during the two-year grant period and will be able to expend the additional funds by the end of the third year of the grant.

DWS allows grantees 30 days to close their grants. The recapture process will occur after this 30 day period.

VIII. K. 6. Transfer Funds Authority

This transfer of WIA funds will be treated similarly to other budget modifications. The WDB must submit revisions to its program plan, client data and budget. The state will review the modification and either approve or deny it. There is an edit in the DWD fiscal system that does not allow transfers to exceed the percentage allowed by law. This procedure is also noted in the *WIA Workforce Programs Guide*.

VIII. K. 7. Special Needs Populations Policies for special needs populations

The basic structures for serving populations with special needs are addressed through a comprehensive and satellite Job Center delivery system and demand-driven strategic partnership planning structure. In serving groups with special needs, Wisconsin's WIA policies and procedures follow:

- Provide tools and strategies to strive towards universal access to core services under WIA: Key areas addressed are language, physical disability, geographic location, cognitive barriers, reading level and economically disadvantaged;
- Develop plans to address areas lacking accessibility that will not be implemented immediately due to undue hardship or lack of feasible solutions;
- Emphasize monitoring by WDBs to ensure special needs groups are receiving adequate level of service;
- Provide technical assistance on assessment services to guarantee that solutions for barriers to employment are addressed;
- Promote increased referral of displaced homemakers to Carl Perkins Technical College Program by Job Centers;

VIII. K. 8. Sixth Youth Eligibility Criterion

The state has not established additional eligibility criterion. Local Boards have developed their own policies included in the Local Plans.

IX. Service Delivery: Approaches

IX. A. One-Stop Service Delivery Strategies:

IX. A. 1. Service Provision by Each Partner

The Job Center MOU will describe the services offered in the Job Center and include partner programs' roles and responsibilities for the delivery of those services. The Job Center *Service Standards* and *Expected Outcomes* provide state direction on how the One-Stop Operator and its partners will deliver services.

IX. A. 2. Youth Formula Programs

All Wisconsin Job Centers provide access to youth services whether the youth provider is located in the center or not. Each resource center located in job centers has an area dedicated just for youth.

Several WDBs have developed youth specific resources and/or programs in the Job Centers. For example, Job Centers in Fox Valley WDA have web sites geared towards youth. The Oshkosh Job Center in the Fox Valley WDA provides training specifically to incarcerated individuals before they are released from the correctional facility. The Milwaukee Private Industry Council has a career center/resource room specifically for youth.

DWD continues to focus technical assistance efforts to encourage more youth services provision in job centers. State sponsored roundtables have provided opportunities for job centers with best practices to share their materials with others.

DWD and the local WIA youth program managers have met several times to discuss how to improve accessibility to youth services at the Job Center. Suggested improvements for future policy direction include:

- Provisions for assisting youth programs into the MOUs of One-Stop partners;
- Provide separate, well-identified areas in the Job Centers just for youth;
- Provide a bulletin board to post workshops and training opportunities or other information just pertaining to youth;
- Create a website devoted to youth;
- Job Center resource rooms have materials and resources that are appealing to youth; and
- Require youth service providers to bring youth participants into the Job Centers to use JobNET, Career Education tools, and be trained on resume writing, grooming for the workplace, interviewing, employment skills, self-management skills, transferable skills, and where to find labor market statistics; and,
- Teach youth financial literacy skills, including the wise use of credit and building financial assets.

IX. A. 3. Minimum Service Delivery Requirements

The following are the minimum standards for local service sites to be comprehensive or satellite Wisconsin Job Centers. At least one site in each WDA must be a comprehensive Job Center as defined below. There may be multiple comprehensive Job Centers in each WDA.

Comprehensive Center Requirements

- The Resource Room/customer service areas of the center are staffed all hours the center is open. A Job Center staff is dedicated to the Resource Room. That is, persons who are properly trained in this function and whose primary duty is to provide Resource Room services staff the room.

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- WIA Title 1 and Wagner-Peyser and at least two other major partner programs listed in section 121(b)(1) of WIA and the W-2 program share Job Center common costs (e.g., Job Center staffing, shared facilities costs).
- Co-location requirements – WIA Title 1, Wagner-Peyser and at least two other major partner programs have staff physically housed at and delivering services from the site. (W-2 is a major partner program in addition to those defined in section 121(b)(1) of WIA.)
- The site provides customer access to all other required WIA partner programs.
- The site meets ADA physical and program accessibility requirements.
- All partner programs use DWD IT systems that include, at a minimum, ASSET, JobNet, and JobNet Business.

DWD is also considering a plan to produce labor market information reports according to economic regions so that WDBs have a way of considering their operations in a framework besides geographical boundaries. From a case management standpoint, more effort will be spent on helping job seekers understand the labor market in which they are seeking employment including identifying the employers that have high wage/high demand jobs and the skill requirements for those jobs.

Through *Grow Wisconsin* the state has already identified several high growth/high wage areas that DWD and other state agencies will focus on in workforce and economic development efforts.

IX. B. 2. Dissemination of Information

The broad strategic approach that DWD follows for the delivery of workforce information to principal customers is to make local workforce information available through easy-to-use electronic delivery systems, and to assure the data can be easily reproduced for use by customers. Interpretation of data, guidance, and answering customer questions will be a primary focus for DWD local labor market and research analysts. DWD continues to provide workforce information via printed copy for those customers who are unable to access electronic data.

The secondary strategic approach for workforce information delivery is the ongoing commitment to understanding customers' needs. DWD will continue to interact with local WDBs and statewide workforce investment customers to understand gaps in the data. We also will continue to work with the state's Labor Market Information Customer Guidance Committee to assure their concerns are addressed. Finally, we will develop a survey method that provides DWD with a tool that takes into account the needs of principal customers.

Each of Wisconsin's 78 Job Centers has a Resource Room that is the locus of the WIA's core services. Within the Resource Room, job seekers have access to both electronic and hardcopy tools to research career decisions and to assist in their job search. The hardcopy tools available include occupational reference books, occupational briefs, career-related periodicals, occupational biographies, and videotapes. Other types of materials that are available include assessment instruments, employment data, and transferable skill information. In addition, each Resource Room has a staff person who has received at least five hours of training on using labor market information and related occupational information to help job seekers in their career search.

Labor market information is disseminated to Job Seekers, Employers and Workforce Development professionals through Wisconsin's new website, WORKnet. The URL is <http://worknet.wisconsin.gov/worknet/>. The site is being publicized through industry specific marketing, including posters and pamphlets.

Job Center staff has been trained to use WORKnet and other LMI tools for use with both Employers and Job Seekers through a series of DWS sponsored Roundtables and a training program entitled "Using LMI Tools."

Additionally, each year DWS sponsors 2-3 employer events where the labor market is the focus. In the past this has been known as "Fishing the Untapped Labor Pool" and the "Jobs Revolution." About 300 employers are addressed per year. Two events are planned for PY2005.

IX. B. 3. Core Products and Services Plan – Describe how the state's Workforce Information Core Products and Services Plan is aligned with the WIA State Plan to ensure that the investments in core products and services support the state's overall strategic direction for workforce investment.

- **Continue to Populate the ALMIS Database with State Data**
WORKnet, Wisconsin's ALMIS database brand name, is a key new tool in our workforce information system. It provides an attractive, data-rich but user-friendly resource for job seekers, employers,

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workforce professionals, and economic developers to help us *Grow Wisconsin* and make the best investments of our scarce public resources.

- **Produce and Disseminate Industry and Occupational Employment Projects**

State government agencies use projections data and analyses in the evaluation of existing, and in the development of additional, training programs such as those offered by the Bureau of Apprenticeship standards, the Governor's Work-Based Learning Board, the Division of Vocational Rehabilitation, and the Department of Corrections.

Wisconsin Technical Colleges, the University of Wisconsin, and several of the state's private colleges use projections to aid in the development and evaluation of their curricula.

DWD is committed to the development and continuous improvement of reporting/information brokering systems not only to keep pace with federal requirements but, equally important, to provide customers, direct services staff and managers with state-of-the art tools.

IX. C. Adults and Dislocated Workers

IX. C. 1. Core Services

IX. C. 1.a. Universal Access

A guiding principle of Wisconsin's Job Center system is to ensure adults and dislocated workers have universal access to core services. This includes, at a minimum, all of the services identified in WIA section 134(d)(A) – (K). They are offered in an integrated manner and not by program funding. They are also accessible by either self-service or limited staff assistance. Through self-service, they can be accessed directly at the Job Center or through the Job Center's website. Resources include a listing of weekly workshops, job fairs, publications, information on nontraditional occupations, JobNet, and community resources (medical, childcare, food, housing, etc.).

Strategies to ensure universal access for adults and dislocated workers focus on two concepts:

- Offer a variety of resources to respond to the diverse needs of adults and dislocated workers seeking help from job centers, and
- Train job center personnel in skills needed to enhance the availability of these resources.

Different sections of the state plan have commented on and explained Wisconsin's strategies in support of the above focus. They include the following:

- IX.A.3. identifies the minimum services and resources available to adults and dislocated workers through job centers,
- IX.A.4. details the tools and products that are available. It lists and explains Information Technology Products such as WisCareers, the website wisconsinjobcenter.org, and WORKnet (Wisconsin's premier resource tool). It also identifies a sampling of brochures that are available;
- IX.B.2. talks about the strategies that are used to present available resources. This includes Job Center Resource Rooms that are available in all 78 job centers. Within these rooms job seekers have access to "both electronic and hardcopy tools" to assist with career decisions and job search activities. What is not mentioned in the plan is staff for these resource rooms receive ongoing training in how to assist customers in using the resources. The rooms also include accessible workstations to enable persons with disabilities to access all resources more easily,
- V.A. identifies WORKnet as one of the state's "overarching strategies." It enhances the availability of core services by providing a hybrid of information on workforce, economic, labor market, and skills of local, regional, state and national areas,
- V. C. under Strategies for High-Growth, High-Demand Occupations talks about the specific initiative in Milwaukee to train staff in job centers about construction opportunities in the area and about job seeker orientations to recruit trainees, and
- VII.B. talks about refocusing direction of Job Centers including offering staff training on using Labor Market Information in service delivery. This coincides with the introduction of WORKnet's increased capabilities for offering labor market information to adults and dislocated workers.

Another strategy is to offer assistance in obtaining jobs in areas society considers nontraditional for women and men. These resources are not just for the job seekers but are also for job center staff. The website <http://dwd.wisconsin.gov/dws/manuals/nto/default.htm> provides tools for job center staff to use in developing brochures and implementing techniques that promote equitable access to all jobs regardless of gender.

The term "integration" is used in this section to describe how information about all programs is provided through job center staff. Job center staff provide information on all programs regardless of the funding source for their position.

IX. C. 1.b. Three-tiered Service Delivery for Labor Exchange Services

DWD is responsible for planning, administering, and making available high quality self-service, facilitated self-help, and staff-assisted public labor exchange program services to all job-seekers and businesses in Wisconsin.

The hallmark of Wisconsin's effective public labor exchange operations is high volume, information brokering services that successfully attract and connect job seekers with businesses recruiting for a full range of occupations. The public labor exchange's "open door" provision of core services makes the Job Center system indispensable to the majority of recruiting businesses and job seekers, and provides all Wisconsin citizens with equal and universal access to locally available employment opportunities.

Consistent with federal legislation and funding, the public labor exchange is operated by the Wisconsin Job Service. In Wisconsin, DWD is the employing agency of Job Service. All Job Service staff are part of Wisconsin's civil service system, and are public merit staff. Staff are located in local Job Centers, where they manage and provide core services to job seekers, and recruitment services, including job order servicing, to businesses. This field structure is linked and supported by a network of Internet-based public electronic labor exchange technologies that aid staff in their provision of information brokering services "on-line," as well as the traditional office structure. As a result, Job Service operated public labor exchange information-brokering services are also readily available to businesses and to job seekers wherever they can access the Internet.

Self Service

In Job Centers, self service occurs for job seekers who visit the Resource Room and choose to use electronic tools, primarily our job search system, JobNet, as well as available hard copy materials without consulting staff. Here, jobseekers can begin the process of exploring career, training, and job opportunities. JobNet also allows a growing number of citizens to access the system at anytime, from anywhere, and provides the business community with the ability to directly enter job postings for recruitment.

Facilitated Self Help

For Job Seekers: Resource Rooms are the setting for facilitated self-help in Wisconsin's Job Centers. Job Service is the lead agency and primary provider of Resource Room services. When requested, or observed, Resource Room staff offer:

- Personalized staff assistance in the effective use of a growing array of electronic job search and career planning-related systems and hard copy materials;
- Assistance when requested or when staff observes a need; and
- Customer service representatives in the Resource Room:
 - are computer literate;

- have comprehensive knowledge of the local labor market;
- understand career planning;
- are proficient in successful job search strategies and recognize potential eligibility for other One-Stop system services;
- direct job seekers' attention to jobs for which they may be qualified and make referrals as appropriate based on their knowledge of the labor market in general and specific listings that reflect current recruitment activities; and
- share their expertise with customers and, in return, customers keep staff knowledgeable about who is looking for work and how best to present job opportunities.

For Business: Job Service functions as a provider of high volume recruitment services to the business community. Job Service Wagner-Peyser funded staff service job orders that are displayed on Wisconsin's JobNet system. Without a large and diverse selection of current job openings, the value of Job Centers would lessen. Wagner-Peyser staff who provide business services may:

- Provide businesses with recruitment services, as well as related staff and partner training; and
- Offer facilitated self-help, in relation to job postings (orders), which is the assistance that Job Service staff provides to businesses that list their own orders on a direct entry system.

Staff-Assisted Service

For Job Seekers. Declining Wagner-Peyser funding continues to impact the availability of staff-assisted services beyond the Resource Room. Consistent with this reality, Job Service continues to provide services, such as:

- Reemployment Services to UI Claimants, in collaboration with local partners;
- A variety of job search and career planning workshops for the general public; and
- Employment counseling and testing, both of which are highly valued by the customer community, and important to addressing vocational choice, change, and adjustment faced by dislocated workers, youth and older workers. This service is of great value to businesses for recruitment, and as a direct service to their establishments in matters of workforce retention, particularly during this time of labor shortages.

For Business. This level of service to employers is expected to undergo change, as Wisconsin looks to enhance and improve its public facing systems in the future. The expectation is that with these demand-driven improvements, Job Service staff will be able to better assist with the labor exchange services of: recruitment planning; information brokering; screening and referral; quality job order writing, and workforce development and retention strategies. Via a Job Service organizational plan model of key strategies and tactics, efforts will be designed/enhanced to secure the business of employers, facilitate jobseeker employment, and achieve the "bottom line" goals of Job Center-based programs operated by Job Service.

IX. C. 1. c Integrated Resources

DWD requires each WDA to develop an area-wide plan and strategy that outlines how the partner agencies will use resources to meet the individual, business and economic growth needs of the area. Guidelines for the area-wide plan will be issued by early fall 2005.

Within Job Centers, resource integration is managed through a Memorandum of Understanding, an Operating Agreement and a Facilities Plan. A vision for Wagner-Peyser's role in the local workforce system is being established through the development of the Job Service Bureau's Operational Planning Process, which is nearing completion for PY2005-2007.

IX. C. 2 Intensive Services

Intensive services are guaranteed to all adults and dislocated workers visiting Wisconsin Job Centers who need more specialized or individual services, are designated eligible for WIA, and have received at least one core service in the past.

Intensive services consist of, at a minimum, the services identified in WIA Section 134(d)(3)(c). To give flexibility to the sometimes rigid line between intensive and training services, the Subsequent Eligibility Workgroup, described earlier in the plan, developed policy guidance that expands the definition of training

under Intensive Services. They drew from local policies in the state of Georgia that clarified training activities under prevocational services. Their recommendations were adopted as Policy Update 02-07:

Short-term prevocational activities to prepare individuals for employment or training including:

- Development of basic learning, communication, and interviewing skills such as punctuality, personal maintenance and professional conduct skills; and
- Development of occupational literacy skills to complete a training program or class. This includes basic computer classes such as Microsoft Word, PowerPoint, and Excel.

Short-term prevocational activities for workers who possess a body of knowledge with specific skills, but lack occupational credentials or require short-term continuing education or occupational training offerings.”

Other strategies to ensure access to intensive services include the current initiative to improve assessment activities of adults and dislocated workers. The Department of Workforce Development and the Wisconsin Technical College System have collaboratively planned training in WIA Title II literacy activities. The intention is to show case management staff how Title I adult assessment activities can benefit from and draw on the format, structure and resources of literacy activities under Title II. By increasing and improving assessment activities of Title I adults and dislocated workers, it will allow more individuals to have access to and benefit from intensive services such as career planning and goal setting.

Another strategy under consideration is to explore how to increase soft skill training under intensive services. By increasing access to soft skills training, adults and dislocated workers will improve their ability to benefit from specialized skill training under intensive services and under the training (Individual Training Accounts, OJTs and Customized Training). State and national studies point to the importance of job seekers having soft skills to obtain and retain a job.

IX.C.3. Training Services

IX.C.3. a. Vision for Increasing Training Access and Opportunities

The Governor's vision for increasing training opportunities for individuals is summed up in *Grow Wisconsin*: “It is not about creating jobs; it is about creating **good** jobs that support families.” To reinforce this notion, WDBs will be required to spend at least 35 percent of their formula funds for training and training supports in healthcare or other sectors/industries for which there is some evidence of significant growth and opportunity in good-paying jobs. This notion becomes especially important to low-income families who need more than “any job” to begin to pull themselves out of poverty. In many cases they need to prepare themselves for an entry-level job that is the first rung on a career ladder, so that through additional training and experience they can raise their standards of living and begin to build financial assets.

IX. C. 3. b. Individual Training Accounts

IX. C. 3. b. i. Policy Direction

Grow Wisconsin gives direction to all training activities in the state including WIA programs and ITAs. It charges the DWD to work with local WDBs to allocate training funds “to increase the job skills of workers to compete for and secure high-wage industry jobs.” It prioritizes key industry clusters where training dollars are to be spent.

Within this context, DWD policy direction for ITAs centers on the WIA principle of customer choice. It encourages local staff to make WIA participants a part of the decision making to determine the training program and provider that best meet their needs.

To support this the WIA state list and its format has been revised to make it and its information more easily accessible to WIA participants, their case managers and to training providers. For the latter group, DWD's intent is to eliminate as many barriers as possible to the eligibility process. The objective is to create and maintain a broad and comprehensive WIA state list that offers ITA users a variety of quality choices.

IX. C. 3. b. ii. Innovative Training Strategies

Besides broadening the scope of training and ITAs, *Grow Wisconsin* focuses on building partnerships with business, education, economic development and industry associations.

It also includes a commitment to developing innovative training and funding strategies for ITAs and other WIA training tools. Currently, there are a number of innovative training and funding strategies being tested. They include:

College Boot Camp for Training Workers

At the Gateway Technical College in Racine, Wisconsin, a boot camp prepares workers to be machine tool/CNC operators. It is called a boot camp because the training is intense. It involves classroom work and hands-on lab five days a week at 40 hours a week for 14 weeks. Local employers have responded that they would hire all trainees who complete the course. Besides being an innovative training strategy, it is an

IX. C. 3. b. vi. Religious Activities

WIA Section 188(a)(3) continues to be a guide for using state WIA dollars to fund religious activities. In 2002, the state issued a policy affirming faith based organizations' right to be training providers. It emphasized their access to Wisconsin's State List of Eligible Programs and Providers when they meet all other state requirements.

IX. C. 3. c. Eligible Training Provider List for Broader Customer Access

The WIA State List of Eligible Programs and Providers is available on the WIA website at the following address: <http://dwd.wisconsin.gov/dws/ita/>. It is accessible to all Job Centers and individual customers with internet access. Case managers and other service provider staff can also access it through the ASSET Data Collection system. Its purpose is to assist case managers when they are filling out required information on the training program and provider. DWD will study customer use of this site to determine its ease of access. It will be completed in the next six months.

IX. C. 3. d. On-the-Job Training and Customized Training

IX. C. 3.d. i. Vision for Increased Opportunities

Grow Wisconsin outlines a plan for raising wages and preparing the workforce for the new economy. In this plan, the Governor said, "Being able to offer free training to employers is a powerful incentive that Wisconsin lacks, making our training incentives less competitive than other states." The Governor has proposed in his budget a \$10 million training fund (GPR) to offer free training to companies that create significant numbers of new, high-paying jobs or need to introduce new technologies to retain workers in a competitive world economy.

IX. C. 3.d ii. Operational and Funding Issues

Another significant proposal by the Governor is to target dislocated workers. "The Department of Commerce has prioritized incentives toward companies paying higher wages, companies hiring dislocated workers, and creative packages that leverage additional private-sector capital. For example, Commerce will forgive loans to companies hiring recently dislocated workers and using state capital as collateral to leverage private investment."

DWD has had policies in place for years regarding OJT but recent federal regulations make the program very cumbersome to implement. This has had a chilling effect on the field's enthusiasm for using OJT. However, DWD believes that on-the-job-training and customized training are appropriate tools in support of the *Grow Wisconsin* initiative. Job Center staff have received training in the Business Relations Group's approach to workforce development and in job development techniques.

WBDs are encouraged to use these training activities when appropriate. DWD has used various approaches to funding these activities with shared support from the state, the WDB and the employer. On-the-job-training and customized training programs that prepare job seekers for high-skill and high-wage jobs will count toward the requirement to spend 35 percent of formula funds on training and training supports leading to high-wage jobs.

IX. C. 4. Service to Specific Populations

IX. C. 4. a. Strategies to Meet Needs

To ensure that all individuals have access to the full range of workforce development services the DWD established the following job seeker oriented Job Center service standards.

Job seekers have access to services that will meet their needs, including:

- Information on education, employment and training services available;
- A listing of local service providers and whether the services are available on-site or elsewhere in the local area;
- Initial eligibility information on programs available in the community for which they are eligible;
- Information on nontraditional occupations, which is made available to customers as part of their overall orientation;
- Information on pre- and post-support services needed to maintain the employment situation;
- Assessment;
- Career guidance and occupational information;
- Current job openings, the qualifications associated with these openings, and application instructions;
- Assistance with job search, including resume writing, interviewing, seeking nontraditional employment positions, using labor market information and locating the "hidden job market"; and
- Information on the UI filing and claims update processes.

In the *Workforce Investment Act Local Plan Guidelines, March 2005*, DWS requires each WDB to explain how they will address service to significant groups. The complete set of plan guidelines is available at http://dwd.wisconsin.gov/dwdwia/docs/local_plan_guidelines.doc with the salient section excerpted here.

VI. WIA Title I Program Services

A. Title I Adult and Dislocated Worker/Displaced Homemaker Service Strategy

- 4.a. Describe how the WDB will serve each of these significant segments of the population – dislocated workers, including displaced homemakers, low-income individuals (including recipients of public assistance), individuals training for nontraditional employment, and individuals with multiple barriers (including older workers and individuals with disabilities).
4. b. Address what service strategies (e.g., infrastructure relationships with Benefits Planners, service delivery with Disability Navigators, etc.) will improve meeting needs for customers with disabilities.

IX. C. 4. b. Reemployment Services

A principal aim of the Wisconsin Worker Profiling Services System is to provide Reemployment Services to certain Unemployment Insurance (UI) claimants through an "early intervention" process. That is, claimants who are unlikely to return to their previous jobs or occupations will be identified and given assistance to facilitate an early return to employment. The success of this system rests heavily in three main areas: participant selection; expeditious entry into appropriate employment and training services; and adequate monitoring of outcomes. The strategies used for each of these are described below:

Participant Selection

When an application for a new UI claim is filed, UI staff identify which claimants do not have a recall to work, are not in school and are not affiliated with a union hiring hall. UI staff identifies the primary employer and gathers additional information on occupation, job tenure and education level for these claimants. A profiling record is built for each of these claimants on the UI database. In general, individuals who are selected for profiling are those workers who are permanently separated from their jobs and who have a high likelihood of exhausting their unemployment benefits.

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Actual payment of the first UI check triggers the selection process. When the first payment is made, the system uses the information gathered from the initial claim in a mathematical formula. Each claimant is assigned a probability factor for exhaustion of UI benefits (expressed as a percentage). If there is no first payment within five weeks, the system no longer considers the claimant a potential candidate. Active WIA Dislocated Worker Program participants are eliminated based on their receiving similar services.

Expeditious Entry into Services

Scheduling for the UI Profiling program is automated and is, as stated above, triggered by payment of the first UI check. This facilitates a quick entry into program services. However, local UI offices have the responsibility of rescheduling individuals who are unable to attend the initially scheduled sessions. This initial session is primarily an orientation to the UI Profiling program - thus, the need to move individuals into workshops, JobNet usage and other services as quickly as possible remains constant throughout the program.

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with state and local partners such as the Departments of Public Instruction and Commerce, the Wisconsin Technical College System, and WDBs on economic growth initiatives. OEI also coordinates targeted industry efforts across DWD divisions to connect workforce development efforts to the state's economic growth needs.

Some examples of OEI efforts:

- Providing assistance in coordination of business, state agencies and the local workforce investment system in support of the Marquette Interchange Project, a major road construction effort that includes job skills training and employment targeted to low income minorities and women;
- Coordinating and providing funding support (through WIA set-aside funds) to the Milwaukee Construction Center, a project in which DWD is partnering with the Department of Corrections as well as the local workforce investment system and business to train and employ offenders in construction jobs; and
- Coordinating DWD contributions to the Wisconsin Innovations Network (WIN), a new initiative lead by the Wisconsin Manufactures and Commerce (and funded through a national grant from the National Association of Manufacturers) to develop web-based information on Wisconsin's workforce training resources available to business.

The CWI also has recognized the need to target efforts toward high need groups. One of its key objectives is to expand access to education and job training, with special attention to under-served populations, including at-risk youth, disadvantaged adults, and residents of rural areas. The CWI will be exploring and recommending strategies to advance this objective in the coming months.

IX. C. 4. f. Full Array of Services to Individuals with Disabilities

The basic structures for serving job seekers with disabilities are addressed through the local Job Center delivery system and through the partnership planning structures. As the Division of Vocational Rehabilitation (DVR) waiting lists grow, the need for other Job Center services to address the needs of this population is growing.

The Disability Program Navigators have been helping the Job Centers meet the challenge. Specifically, the Navigators are advocating at working/planning groups at the state and local level that affect people with disabilities; Navigators help determine and address staff training needs, and assist with employer education and outreach. The Navigator's role as important tools for services to the disabled transcends the walls of the job center. They are a community resource.

DWD will continue to provide the tools and strategies to strive towards universal access to core services under WIA. The Navigators will continue to be integral to addressing areas of need, such as: language barriers, physical disability, geographic location, cognitive barriers, low reading levels and being economically disadvantaged. The state will encourage monitoring by local boards to ensure special need groups are receiving adequate services.

DWD will continue to support the Accessible Workstation project to provide universal access to the Job Center core services (e.g., JobNet, WORKnet, WisCareers). The 28 workstations deployed feature ergonomic furniture, screen reading, zoom text, voice recognition and other hardware solutions.

DWD has delivered training to Job Center (including partner) staff on communicating with deaf and hard of hearing customers, implemented TTY (text telephone) software in 30 Job Centers and continues to support and promote Jobline. In eight centers video sign language interpreting is being piloted in resource rooms to increase capacity to serve deaf and hard of hearing customers.

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The Navigators provide employer education that includes technology fairs, mental health toolkit, Medicaid Purchase plan, and disability specific resources. They also market bonding and tax credits that encourage employers to hire targeted groups.

IX. C. 4. i. Activities Planned For Providing Services to Agricultural Employers and Migrant and Seasonal Farm Workers (MSFWs)

Staffing, Service delivery, and coverage

Wisconsin has in place a network of outreach workers based in Job Centers (WI's One-Stop system) statewide. There are eight to nine bilingual individuals providing services to both employers and workers however, each of these individuals has this responsibility as only a portion of his/her work. When viewed in aggregate across the state, these portions of eight or nine positions total less than 1.5 of a full time equivalency. Thus, MSFW outreach staff are continually weaving in these duties throughout their other daily responsibilities. The only individual whose full-time work is to provide outreach services is a limited term employee based in Wautoma, one of the state's significant offices.

The hallmark of Wisconsin's current service delivery to both employers and MSFWs is in-person contact. Given the huge distances to some of the more remote camps (hundred mile-plus commutes for outreach workers), and the length of the season during which workers arrive (March through October), this remains an issue.

Wisconsin continues to develop strategies that address issues of limited staff resources delivering services in the most efficient methods possible statewide, while recognizing an ever-growing need for these services.

Current program design:

- Wagner-Peyser funded outreach staff travel statewide to migrant camps and provide employment and resource information in person to workers and their employers
 - Staff work to time these visits close to the arrival of workers at the beginning of each season which covers a span of about March (nursery stock) through October (Christmas trees)
 - Timing of these visits is pre-arranged with the employer to best fit the employers' and workers' schedules. In-person visits at both work and living sites are made.
 - Coordination and collaboration with a) outreach workers who have previously served the area, b) camp inspectors, and c) UMOS (United Migrant Opportunity Services) staff have provided beneficial information-sharing such as maps to locations, times to visit, etc.
 - Packets of resource materials and a brief presentation about the contents, are provided to workers
 - Group presentations have been the most efficient delivery method with upwards of 100+ workers at some of these sessions.
- A rather recent addition are the 'pre-season' and 'post-season' meetings that pull together all outreach field staff as well as the State's Monitor Advocate and Job Service management staff
 - These meetings allow all staff involved with implementing the program to prepare for the upcoming season, share promising practices, coordinate coverage and tackle difficult issues
 - At season close, the same group is then able to discuss how the pre-season- developed strategies have worked, and what to work on during the 'between season' period (winter) in preparation for the next year's season.

Activities planned for service provision (program issues and strategies):

- As bi-lingual staff vacancies occur, local offices are faced with providing bi-lingual services without that staff member present. Job Service has obtained a listing of authorized interpreters (for a number of languages), and will distribute this listing to all Job Centers statewide (not just offices with MSFW activity);
- Great ideas turn up at the semi-annual 'La Familia' meetings (MSFW outreach and management staff) mentioned previously. Two that have been, or will shortly be, implemented include:
 - A simple vinyl business card holder with the Job Center toll-free phone number and local numbers of significant offices imprinted. Staff overwhelmingly agreed that this would be the one most universally

useful, and used, item we could provide during site visits (the MSFW staff would have his/her own card in this holder when distributing);

- A simple 'mapping' picture of our MSFW staff coverage statewide. During pre-season discussion, it appeared that some staff members might be driving right by other staff members' camps due to the rigid nature of how coverage areas are set up. This map will indicate staff locations (office and home) superimposed on camp locations. The intent is that staff (with supervisors' approval) will determine more logical and flexible coverage patterns to reduce 'windshield time';
- At the post-season meeting, discussion is not only of the season just completed but also service delivery improvements and training opportunities for staff. In the fall 2005 meeting, two distinct trainings are anticipated:
 - 1) specific training as to proper recording of services to customers in the state's single, integrated reporting system known as ASSET;
 - 2) training related to human smuggling and trafficking as follow-up from the MSFW Roundtable in Chicago in Fall 2004.
- On a much broader basis – and related to program integration and service delivery system-wide – the newly launched Job Service Operations planning process has Resource Room diversity as one of its thrusts. This will benefit a wide variety of customers beyond, though including, MSFWs.

Vehicles such as e-mail, Internet, and other computer strategies will be considered to meet the needs of a widely dispersed and mobile population (employers and workers alike). Wisconsin will continue to discuss and consider technology-based solutions to augment and better deliver services.

IX. C. 5. Priority of Service:

C. 5. a. Procedures and Criteria

All WDBs have local priority of service policies in place related to public assistance and other low income individuals based on the state policy that was revised in response to the Veteran's priority of service mandate. The policy is in the Attachment I; Veteran's priority of service mandate was further clarified as delineated in C.5.b. In addition, DWD is providing further clarification to the WDBs through the WIA Local Plan review and approval process.

- A CWI committee taskforce, which includes representatives from the DWD, Department of Public Instruction, the Governor's Work-Based Learning Board (GWBLB), and the Wisconsin Technical College System Board, is looking at youth programs for effectiveness and support. They will be developing recommendations for funding for the June 2005 CWI meeting. Possibilities include support for expanded 2+2+2 programming that connects high school students to the technical college system and prepares them to continue to the four-year system. The Youth Apprenticeship program operated by the GWBLB is seeking to expand their most popular program in health services through a Governor's budget request. With health care workforce challenges a key issue in Wisconsin, possible support for this effort may be discussed at the CWI as well.
- At the 2004 Youth Regional Forum, DWD, DPI, Department of Corrections/Office of Juvenile Corrections, and the WTCS developed a plan incorporating DOL's new Youth Vision. The plan focused on helping juvenile offenders transition to the world of work, postsecondary education and back to their communities. Each participating agency has provided information, materials, resources, contacts and training for Juvenile Corrections staff that will better prepare young offenders as they transition out of the youth facilities. Activities that have been completed by DWD and the other partnering agencies to implement the plan include:
 - Training and materials on how to administer and interpret assessments;
 - Training and materials on Career Education;
 - Training and materials on health and safety in the workplace for teens;
 - Training and materials on Financial Literacy;
 - Provision of materials and information on how to help young offenders with disabilities;
 - Connecting juvenile corrections staff and young offenders to Job Centers;
 - Connecting juvenile corrections staff and young offenders to Navigators located in the WDAs;
 - Connecting juvenile corrections staff and young offenders to state apprenticeship programs; and
 - Connecting juvenile corrections staff and young offenders to employers.

Representatives of these agencies continue to meet face-to-face on a quarterly basis. Ongoing consultation occurs between the quarterly meetings.

Replacing an aging workforce in Wisconsin is becoming a huge issue which necessitates preparing a younger generation for the jobs the baby boomers will leave and for the new higher skill jobs of the future. We expect a growing dialogue on this and possibly more focus on WIA reserve funds being used for youth activities in the coming years and may need to shift plans accordingly.

F. Business Services

IX. F. 1. Determination of Employer Needs

During the past 15 months, DWD conducted an extensive assessment of employer needs in a series of locally based focus groups, using a standard format throughout the state. A joint enterprise between Job Service and local WDB staff, these programs involved employer representatives from a cross section of more than 100 businesses. Each session was structured to include non-users as well as current business customers of the Job Center system.

The focus group format generated extremely useful information because it relates to workforce issues in general and Job Center system service expectations specifically. Moreover, the cooperative effort between WDB staff and Job Service was a productive approach that offered the added bonus of strengthening the partnerships needed for improved business relations. The focus group format will remain a tool available to Job Center consortia interested in securing needs information from employers who have not participated in this program to date. DWD recognizes its use and follow-up implementation being enhanced by the active involvement of technical colleges and economic development in the local partnerships sponsoring these events.

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A second strategy DWD will pursue to stay current with employer needs at the local and state levels is modification of the existing customer satisfaction survey issued throughout the year to businesses using the Job Center system. We will expand the survey to include a needs assessment. We will routinely share employer responses with the WDBs and the Job Centers.

Thirdly, DWD is in the initial stages of developing a statewide survey to secure up-to-date information from business about the skills sets required for an array of occupations. First priority for this survey is likely to go to high-wage/high-growth industries. We anticipate that this survey of business and a companion assessment of labor force skills may be implemented as early as the first year of this planning period.

Lastly, Wisconsin Job Service's Program Year 2005 operational plan is structured throughout to ensure that Job Service staff in the public labor exchange and affiliated programs are working intensively with the business community to determine and respond to a variety of business needs. These include but are not limited to recruitment and retention objectives of current and new employer customers. The Job Service plan emphasizes accomplishing these goals within the context of the Job Service system partnerships that have long existed throughout Wisconsin, with Job Service's involvement as a longtime collocated core partner.

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The CWI has approved funding two efforts that will specifically address continuous improvement. The first is the implementation of a staff development certification and credentialing system, using the NAWDP model. Tracking the number of staff certifications would provide another tool for measuring the continuous improvement of the workforce system over time. CWI also has approved use of WIA discretionary funding for the implementation of WDB organizational assessment using the Baldrige Express. This will be done in partnership with the Wisconsin Forward Award - Baldrige Criteria for Performance Excellence and will provide an opportunity for DWD to develop baseline data on organizational effectiveness using a common measurement system. This tool can be used over time to provide a measure of continuous improvement.

Collaboration and partnership development is an expectation of state level initiatives; evaluation of such projects will include consideration of collaboration and partnership, including resource sharing, as a condition of funding. Project progress and accomplishments will be reviewed through regular project progress reports and final reports.

X. D. 6. State and Local Performance Evaluation

State and local boards evaluate performance through a variety of mechanisms including:

- Quarterly and annual report production, review and distribution;
- Individualized case and performance measure reviews to identify reporting errors and possible system deficiencies;
- Customer satisfaction surveys;
- Technical assistance and consultation with local boards and state staff on performance related issues;
- Performance measure training upon request; and
- Data validation results.

WDBs use the Corrective Action Review Process to analyze performance issues by identifying causes and drawing conclusions about why performance standards may or may not have been achieved. As part of their corrective actions, WDBs are asked to complete a self-assessment survey. The results of the assessment suggest possible solutions to performance deficiencies and are the basis for developing plans for technical assistance and training. The assessment also identifies "best practices" among areas that are achieving performance goals. During the corrective action process, WDBs examine the impacts of the following on their WIA performance: State and local economy, service design of their WIA programs, and service delivery issues.

All WDBs are required to have in place a local plan which meets the requirements found in Section 118 of the WIA. In an effort to ensure that local WDB activities are moving in the strategic direction of our workforce system, DWD provides WDBs with a local workforce plan template that includes sections and questions on how local areas are implementing national and state strategies, e.g., demand driven system and Grow Wisconsin Initiative. Then, during the plan review process, WDBs provide specifics on how they are implementing these workforce strategies in their local areas. In addition, information on any workforce strategy is shared with WDB executive directors at their monthly Wisconsin Association of Job Training Executive meetings.

Wisconsin follows a corrective action and sanction process that is consistent with the procedures outlined in DOL TEGL 8-99. Beginning in PY03, Wisconsin has become much more prescriptive with local boards facing a corrective action or sanction. Required activities are determined based on those deficiencies that appear to contribute to failed performance. DWD provides training and additional technical assistance as needed to improve poor performance and encourages continuous improvement for those boards that are performing well.

When WDBs consecutively fail one or more of the WIA performance standards, DWD implements WIA Section 136 (h) (2)(A); Regulations 661.355 & 660.420 that requires the Governor to take corrective action when a WDB has failed the same performance standard for two years in a row. In addition, the Workforce

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Programs Guide Part 2 (I)(C)(6) supports the requirement by stating "DWD must take corrective action." The State implements sanction policy as specified in *Part 2-Workforce Investment Act Program Guide, I. General Requirements for WIA Title I Programs* (b) (1)(a-b).

The sanction process has two phases:

The first phase occurs when a WDB fails one or more performance measures in any given year. If this occurs, DWD will provide technical assistance. This includes helping the WDB to develop a performance improvement plan with the following components:

- Statement regarding which performance indicators will be improved through implementation of the plan;
- Analysis of performance problem, including a description of problem solving techniques used to determine the most likely causes of the problem and a description of the most likely causes;
- Identification of possible actions to improve performance, and descriptions of the actions the WDB will take to improve; and
- A timetable for implementing the selected solutions.

If a WDB fails to meet the negotiated performance levels or customer satisfaction indicators for a program for two consecutive program years, the DWD must take corrective action (Phase 2). Corrective action may include the development of a reorganization plan, under which the Governor:

- Requires the appointment and certification of a new WDB;
- Prohibits the use of particular service providers or Job Center partners that have been identified as achieving poor levels of performance; or
- Requires other appropriate measures designed to improve local performance.

The results of past efforts can be demonstrated by the fact that in PY01, no WDB succeeded in meeting or exceeding all of the negotiated performance goals. In PY02, only one WDB did so. In PY03, seven of Wisconsin's 11 WDBs met or exceeded all performance levels and received incentive awards for doing so. Four WDBs are under corrective action or sanction and DWD staff currently are working with DOL and Social Policy Research Associates is conducting a series of technical assistance training activities that build upon past training activities to further improve performance.

X. D. 7. Preparation for New Reporting Requirements

U.S. DOL released TEGL 28-04 on April 15, 2005. DWS staff are assessing the impact of the new common measures requirements on the state's reporting system and projected performance outcomes. The late publication of these reporting requirements gives us less than 90 days to make the necessary adjustments and resources are scarce this late in the program year. Fortunately, DWS had the foresight to anticipate many of the principles addressed by the implementation of common performance measures, so the impact on WIA Title 1 and TAA reporting is manageable. Title 3 will be more complex because of the network of data entry systems that bring registration information into the participant reporting system.

To the extent possible, DWD included system improvements and updates in its annual Information Technology Service Level Agreement (SLA) plan for PY04. The SLA is DWD's IT development and management plan. An implementation schedule that prioritizes the reporting changes is under development. While common

measure reporting must commence with the PY05 first quarter report, full implementation will require a transitional period for most of PY05, while staff request clarification on numerous concepts and definitions contained in both the draft common measures policy and the draft WIA Standardized Record Data annual reporting requirements.

Wisconsin's reporting system, ASSET, is not currently designed to gather and report the new *Youth Literacy/Numeracy Gains* measure. Because of the significant amount of re-engineering that is occurring to include the TANF and Food Stamp programs in this reporting system, it is unlikely we can build in the necessary changes that will be required to properly compute this measure by July 1, 2005. However, the changes needed to obtain the data for correct reporting have been given a high priority for development following the beginning of PY05 to ensure that we have as much data as possible to make reasonable projections of future performance for the PY06 negotiations.

X. D. 8. Proposed Performance Level for Each Measure

Attachment J contains Wisconsin's proposed PY05-06 performance goals. These same goals are the basis for beginning performance negotiations with WDBs. If they meet or exceed Wisconsin's negotiated levels, this guarantees that the state will succeed in meeting or exceeding its negotiated performance goals.

X. E. Administrative Provisions

X. E. 1. Appeal Process

For this purpose, DWD uses the appeal process identified earlier in Attachment H.

X. E. 2. Non-Discrimination Compliance

The State ensures compliance with the non-discrimination requirements as described in the equal opportunity MOA Recertification. (See Attachment H, pp. 101-102).

XI. Assurances

1. The state assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the state through the allotments made under sections 127 and 132. (~1 12(b)(1 1).) The state is audited by the Wisconsin Legislative Audit Bureau.
2. The state assures that it will comply with section 1 84(a)(6), which requires the Governor to, every two years, certify to the Secretary, that -
 - a. the state has implemented the uniform administrative requirements referred to in section 1 84(a)(3);
 - b. the state has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 1 84(a)(4); and
 - c. the state has taken appropriate action to secure compliance with section 184 (a)(3) pursuant to section 1 84(a)(5). (~ 1 84(a)(6).)
3. The state assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the state, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this Plan. (~1 12(b)(12)(B).)
4. The state assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, and the activities authorized in chapters 41 and 42 of Title 38 US code. The state assures that it will comply with the veterans priority established in the *Jobs for Veterans Act*. (38 USC4215).)
5. The state assures that the Governor shall, once every two years, certify one local board for each local area in the state. (~1 17(c)(2).)
6. The state assures that it will comply with the confidentiality requirements of section 136(f)(3).
7. The state assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (~ 181 (b)(7).)

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8. The state assures that it will comply with the nondiscrimination provisions of section 188, including an assurance that a Methods of Administration has been developed and implemented (~ 188.)
9. The state assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (~185.).
10. The state assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at *section 189(c)* of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the state by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:
 - General Administrative Requirements:
 - 29 CFR part 97 --Uniform Administrative Requirements for State and Local Governments (as amended by the Act)
 - 29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act
 - OMB Circular A-87 --Cost Principles (as amended by the Act)
 - Assurances and Certifications:
 - SF 424 B --Assurances for Non-construction Programs
 - 29 CFR part 37 --Nondiscrimination and Equal Opportunity Assurance (and regulation) 29 CFR § 37.20
 - CFR part 93 --Certification Regarding Lobbying (and regulation)
 - 29 CFR part 98 --Drug Free Workplace and Debarment and Suspension Certifications (and regulation)
 - Special Clauses/Provisions:
 - Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.
11. The state certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.
12. The state certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
13. The state certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees in accordance with DOL regulations.
14. The state assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.
15. The state certifies it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.
16. As a condition to the award of financial assistance from the Department of Labor under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:
 - Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I-financially assisted program or activity;
 - Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin;
 - Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
 - The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
 - Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs. The grant applicant also assures that it will comply with 29 CFR part 37

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and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity.

The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

17. The state assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor Guidance implementing these laws, and all other applicable federal and state laws and regulations.

Attachments

ETA Regional Administrator: Attachment A	Page 78
Program Designees and Signatures: Attachment B	Page 79
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Council on Workforce Investment By-Laws: Attachment E	Page 84
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1999

July 1, 1999 - June 30, 2000
Approved by the Council on Workforce Excellence
March, 1999



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ABOUT THE STANDARDS

Wisconsin's job centers are outlets where employment and training services are delivered to employers and job seekers. Currently, 77 job centers are operational, developing or in the planning stage throughout the state. The 1999 Job Center Standards in this document define and describe the minimum services and activities which job centers are expected to provide to all customers. The job center "definition" arises from the following guiding principles:

- ◆ To the extent possible, job centers provide one-stop access to employment and training programs. Where collocation is not possible, the job center is the hub for employment and training activities in the Workforce Development Area (WDA). Service delivery is expected to be coordinated and non-duplicative.
- ◆ A job center is a place where one can find a job or obtain information about career options.
- ◆ Job centers serve employers and job seekers.
- ◆ At a minimum, job centers meet the existing standards.
- ◆ Job centers focus on customer-driven, continuous quality improvement.
- ◆ Planning for job centers occurs regionally. Individual job centers operate within a Workforce Development Plan.
- ◆ Job center services are delivered locally. Local innovation in service delivery is encouraged, but all job centers must deliver services to job seekers and employers as defined by the Job Center Standards.
- ◆ Career centers are a bridge between job centers and school districts which expands the range of services available to job seekers and employers.

Local standards attainment continues to be the basis for evaluating job center systems with particular attention paid to:

- Attainment of minimally-acceptable service delivery practices;
- Physical and program accessibility of the service delivery system (per the Americans with Disabilities Act and Section 504 of the 1973 Rehabilitation Act, as amended); and
- Variations in the extent to which each specific program and fund source is involved in these practices.

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The Job Center Standards are broadly stated to allow maximum flexibility in regional program design and local implementation of services. The standards state "what" is to be done. It is up to regional and local groups responsible for planning and implementation of job center services to decide "how" local plans and activities will meet the objectives contained within the standards. Job center system developers should also remember that:

- ⇒ The Partnership for Full Employment (PFE) is the comprehensive, integrated service delivery model that serves youth, individuals, and employers through a local job center or job center network.
- ⇒ Consistent with program funding sources, customers must be provided service through the job center system regardless of race, gender, ethnicity, age, disability status, and in accordance with any other legal protections.
- ⇒ The Standards focus on collaboration and partnership to reduce duplication of service to job center customers, regardless of whether partners are collocated. To the extent possible, job centers continue to be viewed with a one-stop, no-wrong-door philosophy.

The Job Center Standards are developed by a state-local workgroup that includes representatives from DES, DVR, DWE, CEW, and the Wisconsin Technical College System (WTCS). A listing of the workgroup's membership can be found in the appendix.

Job Center Standards versus Administrative Requirements

The Job Center Standards are planning tools which guide local partner agencies in the development and operation of Job Centers and the delivery of integrated services to job seekers and employers. While the Job Center Standards often translate into specific job center operating activities, they are best viewed as benchmarks. Assessments of standards attainment are intended to help local partner agencies identify areas for improving customer services.

As the Job Center System becomes the common service delivery infrastructure for employment and training programs, and as services are increasingly being delivered by the job centers collectively rather than by programs individually, job centers will be subjected to new administrative requirements. These include:

- Facility and service accessibility,
- A common method for sharing costs, and
- A customer complaint process.

While these requirements are important aspects of Job Center operation, they are not within the purview of the Job Center Standards. Administrative requirements are established through other processes and job centers are expected to address those requirements in their Core Coordination Documents or through other means.

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The 1999 Job Center Standards

Planning

1. Workforce Development Area (WDA) planning is driven by employer and job seeker needs.
2. Each Workforce Development Area has a collaborative planning structure for planning and implementing integrated job center services. The structure includes a WDA-wide team with representation from all core job center partners and other organizations as locally determined. Team members have the authority to act on behalf of the agencies they represent. The team uses the following information provided by the partner agencies to engage in WDA-wide planning:
 - a. Service providers
 - b. Resources available
 - c. Populations served
 - d. Performance expectations and outcomes
3. Partner agencies work collaboratively with local economic development organizations.

Job Seeker Services

4. Job seekers have access to services that will meet their needs, including:
 - a. Information on education, employment and training services available
 - b. A listing of local service providers and whether the services are available on-site or elsewhere in the local area
 - c. Initial eligibility information on programs available in the community for which they are eligible
 - d. Information on nontraditional occupations, which is made available to customers as part of their overall orientation
 - e. Information on pre- and post-support services needed to maintain the employment situation
 - f. Assessment
 - g. Career guidance and occupational information
 - h. Current job openings, the qualifications associated with these openings, and application instructions
 - i. Assistance with job search, including resume writing, interviewing, seeking nontraditional employment positions, using labor market information and locating the "hidden job market"
 - j. Information on the UI filing and claims update processes

Employer Services

5. Employers can access workforce development services including:
 - a. Assistance with recruiting qualified job applicants
 - b. Information and assistance on entering job orders on electronic systems
 - c. Access to labor market information

- d. Information on employer events
- e. Assistance with planning for workplace expansion or downsizing
- f. Information on retention and post-employment support services for employees

Job Center Management

- 6. Partner agencies provide for the management of the job center.
 - a. Partner agencies define and describe how the job center will be managed and how local management relates to WDA-wide management of the regional job center system.
 - b. Job centers operate within an agreed upon Workforce Development Area Plan.

Information Sharing and Non-Duplication of Services

- 7. Partner agency staff share information and provide services in a non-duplicative manner to job seekers and employers in the areas of:
 - a. Intake and referral
 - b. Assessment
 - c. Individual service planning
 - d. Case management
 - e. Employer contacts
 - f. Placement and follow-up
 - g. Marketing services to employers
 - h. Economic support services

Staff Skills and Knowledge

- 8. Partner agency staff have the skills and knowledge to:
 - a. Access available community resources
 - b. Link customers with partners' programs and services
 - c. Use job center technology and tools
 - d. Assist customers with special needs
 - e. Understand assessment tools used by all partners
 - f. Work together in a job center environment

Evaluation

- 9. Partner agencies evaluate the effectiveness of job center services through measures including:
 - a. Customer satisfaction
 - b. Outcomes set by the State
 - c. Other locally determined criteria

For further information, consult the "Technical Assistance Notes for The 1999 Job Center Standards - February, 1999"

ATTACHMENT L SERVICE PROVISION POLICY LETTER**WORKFORCE INVESTMENT ACT TITLE I-B****LOCAL SERVICE PROVISION BY WORKFORCE DEVELOPMENT BOARDS POLICY AND PROCEDURES****I. VISION**

Wisconsin's vision for Workforce Development Boards is to develop the vision, goals, strategies, policies, and outcome measures for their local workforce investment system. WDBs will also fund service providers and maintain effective oversight of the local workforce investment system. The WDB is to guide the development of a system-wide approach which achieves the purposes of the Workforce Investment Act (WIA) including: increasing employment, and retention and earnings of participants, increasing occupational skill attainment, improving the quality of the workforce, reducing welfare dependency and enhancing the productivity and competitiveness of the state's and nation's economy. It is the Wisconsin vision that WDBs will best achieve these objectives by not directly providing WIA Title I-B services.

II. BACKGROUND

The Workforce Investment Act of 1998 (WIA) establishes Local Workforce Investment Boards. In Wisconsin these boards are referred to as Workforce Development Boards (WDBs). The broad purpose of the WDB is to set policy for the workforce investment system within the local area. The specific functions of the WDB are to:

Develop and submit a comprehensive 5-year local plan.

Coordinate workforce investment activities with economic development strategies and develop other employer linkages.

Promote the participation of private sector employers in the statewide workforce investment system and ensure the effective provision, through the system, of connecting, brokering, and coaching activities, through intermediaries such as the one-stop operator in the local area or through other organizations, to assist such employers in meeting hiring needs.

Select WIA Title I-B operators and providers.

Develop a budget to carry out these functions and direct the disbursement of WIA Title I-B funds.

Conduct oversight of WIA Title I-B youth, adult and dislocated worker programs and the one-stop system.

Negotiate local performance measures with the chief elected official and the Governor.

Assist the Governor in developing the statewide employment statistics system.

The general focus of the WDB is one of strategic planning, policy development and oversight of the local system.

The WIA limits provision of local WIA Title I-B services by the WDB. In order for a WDB to provide training services the Governor must approve a waiver request. To provide core or intensive services or be designated a one-stop operator there must be agreement between the Chief Local Elected Official (CLEO) and the Governor. The responsibilities of the Governor in reviewing and approving requests for training waivers or agreeing to allow WDBs to provide core, or intensive services or be certified as a one-stop operator are delegated to the Department of Workforce Development (DWD).

Service Delivery

The Local WIA Plan is to identify any known requests for training waivers. However, training waiver request packets are to be submitted separately from the Local WIA Plan. Additionally, requests for agreements to provide core, or intensive services or be designated or certified as a one-stop operator are to be detailed in the Local WIA Plan.

The ability of the WDB to effectively manage the overall board responsibilities as well as programmatic operations will be a strong determinant of whether WDBs will be allowed to provide direct WIA Title I-B services. Additionally, the DWD will consider a number of other factors when determining whether to allow WDBs to provide local services. The following policies and procedures outline those factors.

III. TRAINING WAIVERS

Training Waivers In General

Waivers submitted by the WDB must specify the program of training, e.g. welding, for which the waiver is requested. The waiver request must also describe the timeframe during which the training will be provided or available, including whether the training program will be offered multiple times. Blanket waivers to provide training services will not be granted, rather the waiver request must identify the specific program of training and the time frame during which the training will be available.

B. Training Waiver Requests

WDBs may provide training services only with approval of a written waiver request. The following sections describe the minimum criteria for approving a training waiver request.

Insufficient Providers

There are an insufficient number of eligible providers of such a program of training services to meet local demand in the local area. Evidence of insufficient numbers of eligible providers may include, but is not limited to, the following:

There are no programs of training provided by another eligible provider of training within a reasonable commute.

There is documentation that the WDB has contacted each eligible provider of training, located in the WDA, included on the state list of eligible providers and determined that none have the capacity to develop or expand the training available to meet the training need.

The program of training services is not available via a certified distance learning program.

There is other evidence to demonstrate that there are insufficient numbers of eligible training providers for the program of training.

Eligible Training Provider

The board meets the requirements for an eligible provider of training services. This is demonstrated by the WDB:

Meeting the requirements outlined in the DWD procedure for initial and subsequent eligibility determinations for training providers,

Submitting a complete waiver request packet, as described on pages 3 and 4, to provide training services,

Describing the program of training and training timeline, and

For a program of training provided in the past or currently provided,

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Submitting performance information, and
Submitting program cost information.

Demand Occupation

The program of training services prepares participants for an occupation that is in demand in the local area. Information that demonstrates occupations in demand may include:

The methodology used to classify the occupation as "in demand".

A projection of the number of local employers needing employees with this training to fill vacancies over the next 5 years.

A projection of the number of potential employees interested in filling the vacancies described in 3b.

A projection of the entry level wage rate and wage growth potential.

A modification to the local plan to include this demand occupation if the occupation was not included in the 5-year workforce investment system plan.

Other information that demonstrates the occupation is in demand in the local area.

Public Comment

The WDB has made the waiver request available for a public comment period of not less than 30 days. The WDB shall inform eligible providers and other interested members of the public of the opportunity to review and comment on the waiver request in the following ways:

Publication of a notice in the local official newspaper of each county in the WDA.

Written notification to all eligible providers of training services on the State's list of eligible providers for this WDA.

Written notification to each Wisconsin WIA one-stop mandatory partner program in the WDA.

Written notification to other parties who have requested such notice from the WDB.

Copies of Comments

A copy of each of the comments received during the public comment period is to be included in the waiver request packet.

C. Waiver Request Packets

A complete waiver request packet to provide a program of training must be submitted to DWD. The following summarizes the items to be included in the packet:

A completed Waiver Request Coversheet (Attachment A).

An application to provide training narrative which includes the following:

Evidence that the WDB meets the requirements to be an eligible provider of training services,

A description of the training program, including;

projected numbers to be served,

duration of training,

period of time the training will be available,

number of times the training will be offered (if there are multiple offerings),

expected outcomes,

skills needed,

skills developed,

training curriculum, and

target population.

Documentation that there are insufficient numbers of eligible training providers and the process utilized to gather the documentation.

Demand occupation information, and

A description of the public comment process.

Modification to the local plan if needed.

Copies of the written notifications and published notice used to notify of public comment opportunity.

Copies of public comments.

Submit 5 copies of the waiver packet to:

Ramon Natera, Grants Specialist
Division of Workforce Solutions
P.O. Box 7972, Room A200
Madison, WI 53707

Action on Training Waiver Requests

1. Waiver Request Response

A waiver request may be granted or denied. The response to a waiver request to provide training services will be provided in writing within 30 calendar days, or as soon as is feasible thereafter, of the date the complete waiver request packet is received. The decision to approve or deny a waiver request is final and is not subject to review. However, waiver requests may be reconsidered if additional information is provided that addresses the reasons for the denial. Requests that are denied will include the specific reasons for the denial.

2. Waiver Approval Duration

Waiver approvals may be granted to individual waiver requests. No blanket waiver approvals will be given. Such approvals will be in effect for not more than one year from the date the training is initially available. During the waiver period WDBs are to work diligently to encourage other providers of training services to develop training programs that meet local labor market demands.

3. Waiver Extensions

A request to extend the period of the training waiver may be made by the CLEO to DWD. The request is to be made at least 30 days prior to the expiration date of the original waiver request. No more than one extension will be granted per program of training services. Extensions may not exceed one year. Extension requests may be made in a letter that outlines the need for the extension and the efforts of the WDB to encourage other providers of training services to develop a training program that meets the local demand. An updated WIA Training Services Waiver Request Coversheet is to be submitted with the letter as well as any information that updates the original training waiver request.

4. Revoking the Waiver

Waivers may be revoked at any time if it is determined that:

There is a pattern of inappropriate referrals resulting in reduced customer choice to the training program that is operated by the WDB, or

Service Delivery

There are errors or inconsistencies in the waiver application that are discovered after a waiver request has been approved. Errors and inconsistencies include information that had it been submitted with the original waiver request would have resulted in the request being denied.

Notification of revocation of a training waiver will be sent in writing to the CLEO and the WDB chair. If the CLEO and the WDB Chair do not agree with the reasons for the revocation, they will have fifteen days to respond in writing to the revocation. The final determination will be made within 15 days of receiving the response letter and will be sent in writing to the CLEO and WDB chair.

E. Arranging vs. Providing Training

Provision of an actual training program by the WDB is subject to the waiver request provisions outlined above. Arranging for a WIA Title I-B participant to receive training is an intensive service. Examples of arranging training include, but are not limited to:

The development of an OJT contract and associated activities,
The activities associated with brokering customized training services and connecting employers with potential training providers, and
The process to refer participants for training following a comprehensive assessment or case management.

IV. CORE/INTENSIVE SERVICES AGREEMENTS

Core and intensive services represent the first two tiers of WIA Title I-B services to adults and dislocated workers. Provision of these services is integral to local service delivery and the local planning process. As such the WIA local planning process is the mechanism through which requests and responses will be made.

WDBs may provide one or more WIA Title I-B core or intensive services only with the agreement of the CLEO and the Governor. The responsibilities of the Governor have been delegated to DWD.

The decision-making authority of whether WDBs provide core/intensive services rests with the joint agreement of the CLEO and the Governor. In making this decision the CLEO is to seek support of the local partners and is to consider the views expressed by local partners in the decision.

A. Criteria for Agreement

As stated earlier, the intent of WIA is that local WDBs do not provide direct services. Thus, the circumstances under which the Governor will agree to WDBs directly providing core or intensive services to adults or dislocated workers (including rapid response activities) are limited. The limitation is to situations where the WDB will be transitioning out of providing direct services or where there are exceptional circumstances such as the WDB being the provider of last resort.

Core and intensive services are to be provided throughout the workforce development area and may be provided through a variety of service delivery mechanisms including Job Center sites, technology and other methods determined to be appropriate.

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No WDB will be approved at this time for direct service provision beyond June 30, 2003. A CLEO who determines a need to provide direct core or intensive services beyond June 30, 2003 is to resubmit the types of documentation listed in 2 below by December 31, 2002 to request a new agreement.

A CLEO may request agreement from the Governor to continue to provide core or intensive services for the period ending June 30, 2003.

For a WDB which has been providing core or intensive services prior to March 31, 1999 the request for agreement is to include:

A statement from the CLEO indicating his/her decision to have the WDB provide core/intensive services.

The WDB's agreement.

The views expressed by the local Wisconsin WIA mandatory one-stop partner programs.

Submit copies of any letters of support and other views received by the WDB.

A description of which core/intensive service(s) will be provided.

A description of similar services currently provided by the WDB.

Demonstrated programmatic effectiveness in providing these services.

Demonstrate the cost effectiveness of direct service provision.

A two year plan to transition away from providing direct WIA Title I-B services.

For a WDB which did not provide similar core or intensive services prior to March 31, 1999, in addition to submitting the documentation listed in 1 a-h above, the following are to be submitted.

A description of the exceptional circumstance(s) which requires the WDB to be the direct provider. This description must include documentation that there are no other appropriate eligible providers of core/intensive services in the local area.

Evidence of a separation of responsibility that demonstrates the WDBs ability to successfully provide WIA Title I-B services and provide leadership for the entire workforce investment and one-stop delivery systems.

B. Submission Requirements

Requests for agreement to allow WDBs to provide core/intensive services must be included in the Local WIA Plan.

C. Decisions on Requests for Agreement

DWD may approve WDB provision of some or all of the requested services. Decisions on requests for agreement to allow WDBs to provide WIA Title I-B core/intensive services will be issued in writing with the plan approval notice. The decision to agree or not to agree to allow WDBs to provide WIA Title I-B core/intensive services to adults and dislocated workers is final and is not subject to review. However, agreement requests may be reconsidered if additional information is provided that addresses the reasons for the denial.

The decision to allow WDBs to provide core/intensive services may be rescinded if it is determined that a conflict resulting in diminished effectiveness of the one-stop system has occurred because the WDB is providing core/intensive services.

V. ONE STOP OPERATOR DESIGNATION AGREEMENT

WDBs may be designated or certified as a WIA Title I-B one-stop operator only with the agreement of the CLEO and the Governor. The responsibilities of the Governor have been delegated to DWD.

The role of the one-stop operator may range from simply coordinating service providers within the center to providing WIA Title I-B services within the center. It should be noted however, that consistent with the policies contained in this document, the extent to which WDBs may function as providers of core/intensive services is limited in duration, must meet the previously presented criteria and be approved by the state.

Provision of these services is integral to the local delivery system and the local planning process. As such the WIA local planning process is the mechanism through which requests and responses will be made.

The decision-making authority of whether WDBs are designated or certified as a One-Stop operator rests with the joint agreement of the CLEO and the Governor. In making this decision the CLEO is to seek support of the local partners and is to consider the views expressed by local partners in the decision.

A. Criteria for Agreement

WDBs seeking designation or certification as a one-stop operator will need to include the following in the 5-Year Local WIA Plan for consideration in making this agreement:

A statement from the CLEO indicating his/her decision to designate or certify the WDB as a One-Stop operator.

Evidence that the request for designation or certification of the WDB as a one-stop operator was made available to the public for review in the CLEO's county clerk's office for 15 days.

The WDB's agreement.

The views expressed by the local Wisconsin WIA mandatory one-stop partner programs.

Submit copies of any letters of support and other views received by the WDB.

Whether the WDB will be a member of a consortium and consortium members if applicable.

A description of which one-stop functions the WDB will perform.

Identification of other provider(s) requesting to be the one-stop operator and the rationale for not selecting that provider(s). Rationale must consider operational and cost effectiveness.

Demonstrated operational effectiveness in one-stop operation.

Demonstrate the cost effectiveness of the proposed one-stop operation.

Evidence of a separation of staff responsibility that demonstrates the WDBs ability to successfully operate the one-stop(s) and provide leadership for the entire workforce investment and one-stop delivery system.

B. Submission Requirements

Requests for agreement to allow WDBs to be designated or certified as a one-stop operator must be included in the Local WIA Plan.

C. Decisions on Requests for Agreement

Decisions on requests for agreement to allow WDBs to be designated or certified as a one-stop operator will be issued in the local plan approval letter. The decision to agree or not to agree to

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allow WDBs to be designated or certified as a one-stop operator is final and is not subject to review. However, agreement requests may be reconsidered if additional information is provided that addresses the reasons for the denial.

The designation of the WDBs as the one-stop operator may be rescinded if it is determined that a conflict resulting in diminished effectiveness of the one-stop system has occurred because the WDB is the designated one-stop operator.

Youth Services

The grant recipient/fiscal agent for the WDB may provide youth program design framework components, such as services for intake, assessment, case management and the development of the individual service strategy without going through a competitive process. The grant recipient/fiscal agent may also provide the summer employment opportunities program element without a competitive process. WDBs designated by the CLEO as the local grant recipient/fiscal agent for the WIA Title I-B funds may provide the youth program design framework components and summer youth employment opportunities without a competitive process. The providers of the remaining WIA funded youth program elements however, must be selected through a competitive process.

The competitive selection of providers of youth activities must adhere to established procurement standards.

K:\policy\WDBservicedelivery.doc

Attachment A

WIA Training Services
Waiver Request Coversheet

1. DATE SUBMITTED:		2. DATE RECEIVED BY THE STATE:	
CONTACT INFORMATION			
3. NAME:		4. WORKFORCE DEVELOPMENT AREA:	
6. TITLE:		7. EMAIL:	
8. PHONE:		9. FAX:	
5. ADDRESS:			
PROGRAM INFORMATION			
10. PROGRAM OF TRAINING SERVICES TO BE PROVIDED:		11. TYPE OF TRAINING:	
		12. LENGTH OF TRAINING:	
13. TRAINING OFFERINGS AND DATES:			
14. TRAINING CAPACITY:		15. EXPECTED ENTRY LEVEL WAGE:	
		16. COST PER PARTICIPANT:	
CERTIFICATION AND SIGNATURES			
I CERTIFY THAT TO THE BEST OF MY KNOWLEDGE, ALL INFORMATION CONTAINED IN THIS REQUEST FOR A TRAINING WAIVER IS ACCURATE AND COMPLETE.			
17. TYPED NAME OF CHIEF LOCAL ELECTED OFFICIAL:		18. TELEPHONE NUMBER:	
19. SIGNATURE OF CHIEF LOCAL ELECTED OFFICIAL:		20. DATE SIGNED:	

Instructions for Completing WIA Training Services Coversheet

Date Submitted: Enter the date the training waiver request packet is mailed.

Date Received by the State: LEAVE BLANK, DO NOT ENTER ANYTHING.

Contact Information

Name: Enter the name of the individual who is responsible for the training waiver request.

Workforce Development Area: Enter the name and number of the WDA.

Address: Enter the address for the individual named in #3.

Title: Enter the title of the individual named in #3.

Email: Enter the email address of the individual named in #3.

Phone: Enter the phone number of the individual named in #3.

Fax: Enter the Fax number of the individual named in #3.

Program Information

Program of Training Services to be Provided: Provide a brief description of the training program.

Type of Training: Enter the type of training from the list in WIA Sec. 134(d)(4)(D).

Length of Training: Enter the length of time it takes to complete the training program.

Training Offerings and Dates: Enter the number of times the training will be offered and the dates for each session.

Training Capacity: Enter the number of individuals who can be trained.

Expected Entry Level Wage: Enter the wage the training participant can expect to earn upon completion of the training.

Cost Per Participant: Enter the amount expected to be expended per participant to deliver the training.

Certification and Signatures

Typed Name of Chief Local Elected Official: Type in the name of the CLEO.

Telephone Number: Enter the CLEO's telephone number.

Signature of Chief Local Elected Official: Original signature of the CLEO.

Date Signed: Enter the date the CLEO signed the Waiver Request Coversheet.

Submit 5 copies of the Waiver Request Packet to:

Ramon Natera, Grants Specialist

Division of Workforce Solutions

P.O. Box 7972, Room A200

Madison, WI 53707

The Training Waiver Request Packet must include:

A completed Waiver Request Coversheet (Attachment A).

An application to provide training narrative which includes the following:

Evidence that the WDB is an eligible provider of training services,

A description of the training program, including;

projected numbers to be served, target population.)

duration of training,

period of time the training will be available,

number of times the training will be offered,

expected outcomes,

skills needed,

skills developed,

training curriculum, and

Documentation that there are insufficient numbers of eligible training providers and a description of the process utilized to gather the documentation.

Demand occupation information, and

A description of the public comment process.

Modification to the local plan, if needed.

Copies of the letter and published notice used to notify of public comment opportunity.

Copies of public comments.

ATTACHMENT M: MONITORING GUIDANCE DOCUMENTS

- Bureau Director's memo dated 02/03/05 to WDBs announcing and reviewing the monitoring process for PY04
- Monitoring Overview for PY04
- Documents to be Available for Onsite Monitoring - PY04
- WIA Adult and Dislocated Worker Program Monitoring Guide
- WIA Adult and Dislocated Worker Participant Record Review Guide
- WIA Youth Program Monitoring Guide
- WIA Youth Participant Record Review Guide

Date: February 3, 2005

To: Workforce Development Board Directors
Workforce Development Board Chairs
Chief Local Elected Officials

From: Connie Colussy, Director
Bureau of Workforce Programs

Subject: Program Year (PY) 2004 Onsite Monitoring of Workforce Development Board (WDB) Programs

This is to announce the annual onsite monitoring of PY 2004 Division of Workforce Solutions (DWS) programs managed by the Workforce Development Boards (WDBs).

Annually, DWS conducts onsite monitoring of programs administered by WDBs. For PY 2004 these programs will include: Workforce Investment Act Title 1B (WIA) programs for adults, dislocated workers and youth; Special Response; and National Emergency Grants. The purposes of the onsite monitoring include:

- **Ensure the programs comply with appropriate policies and procedures and operate within the parameters established by law, regulations, DWS's *Workforce Programs Guide* and other program guidelines;**
- Assess the quality of services provided to program participants and employers, and where appropriate, make recommendations for improvement;
- Provide technical assistance as needed or requested;
- Identify system wide issues requiring policy or program review and resolution; and
- Identify best practices to be shared with others in the workforce development system.

Onsite monitoring will occur from late February through May 2005. The Local Program Liaison assigned to your area will be contacting you to develop a schedule for the onsite work.

Enclosed are the following items:

1. An outline of the areas that will be monitored onsite. Program areas were determined to be priorities based on technical assistance needs and issues identified during last year's onsite monitoring. In addition, some areas will be monitored in order to fulfill DWD's oversight responsibilities to the United States Department of Labor (US/DOL). Not all topic areas will be reviewed in all Workforce Development Areas (WDAs).
2. The PY2004 Monitoring Survey. You will be asked to complete and return this survey to your Local Program Liaison at least 2 weeks prior to your scheduled monitoring.
3. Monitoring Guides.
4. A list of materials and documents that you should plan to have available for the monitoring team.

Thank you in advance for your assistance and cooperation in completing this important work. Please contact your Local Program Liaison if you have questions.

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As in the past, the Local Program Liaison assigned to your area will be the lead staff for monitoring in your WDA. Due to workload issues, it may be necessary in some areas to conduct and report the program, fiscal, and civil rights monitoring separately.

Program areas to monitor during PY2004 were identified based on technical assistance needs and issues identified during last year's onsite monitoring, WIA performance outcomes, ASSET entry, and WIA policies released during the past year. In addition, some areas will be monitored in order to fulfill DWD's oversight responsibilities to the US Department of Labor. Not all topic areas will be reviewed in all WDAs.

All WDBs will be monitored in the following areas:

1. WIA Title 1 B Programs

- Adult Program
- Dislocated Worker
- Older Youth
- Younger Youth

2. Fiscal and Administrative Systems

- DOL Administrative Requirements
- Cost allocation plans (if changed)
- Memorandum of Understanding (MOU)/Resource Sharing Agreement (RSA) (if changed)
- WIA program (expenditures and cost limits)
- Subgrantee activities (fiscal monitoring, procurement and audit resolution)
- Property management
- Fiscal reporting
- Follow up issues – prior audit, monitoring report

3. Supplemental Wage Data - Supplemental wage source documents will be reviewed for all participants that had supplemental earnings reported to DWS.

Selected WDBs, as identified, will be monitored in the following areas:

4. Civil Rights, EEO (WIA Section 188 requirements) – on-site monitoring of WDBs that were not monitored in PY03. WDBs to be monitored in PY04 are Southeast, WOW, Fox Valley, Bay Area, Western, and South Central.

5. Corrective Action Plans – Onsite follow-up on the status of implementing corrective actions identified in Corrective Action Plans by the four WDBs that failed the same performance standard for two years in a row (PY02 and 03). These WDAs are:

- WDA 1 – Southeastern Wisconsin
- WDA 2 – Milwaukee
- WDA 9 – Western Wisconsin
- WDA 10 – South Central

6. National Emergency Grants – will be reviewed in WDAs with active grants. These include:

- WDA 8 - West Central
- WDA10 – South Central

<p style="text-align: center;"><u>Documents to Be Available for DWS Onsite Monitoring</u> <u>Program Year 2004</u></p>
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The following documents, as applicable, should be readily available for the onsite review. In addition, Division of Workforce Solutions (DWS) staff may request specific documents prior to the scheduled onsite work in order to prepare for the monitoring.

Program Plans - For all DWS funded programs.

Program Policies and Procedures – Local (WDB) policies related to the following:

Intake and enrollment

Referral

Assessment

Individual Employment Plan/Individual Service Strategy (IEP/ISS) development

Case management

Training

- Classroom training
- On-the-Job Training (OJT)
- Work experience

Financial Management and Administrative Controls

Cost Allocation Plans

Memorandum of Understanding (MOUs)/Job Center Agreements

Policies, procedures and documentation for participant payments

Procurement Policies and Practices

List of subgrants by each DWS funded program

Procurement manuals

Requests for Proposals

Proposals

Proposal scoresheets

Cost/price analysis worksheets

Subgrantee/Service Provider Contracts

WDB Monitoring of Contractors and Service Providers

Monitoring Plan (including scope, methodology and schedule)

Monitoring documentation (reports, completed monitoring tools, monitoring reports and resolutions)

Participant Files - The monitoring team leader will request a sample of participant files to be available for the review. Files will be selected for review based on program, participant activities and Workforce Development Areas (WDA) and service provider configuration. The complete record that pertains to each participant selected needs to be made available. The following documents, as applicable, will be reviewed for each participant record selected.

- ☐ Local application form (or ASSET Registration with work history)
- ☐ Eligibility Determination or Program Registration Form

- ☐ Individual Employment Plan/Individual Service Strategy
- ☐ Employability Plan
- ☐ Assessment Information
- ☐ Documentation/verification of information used to determine eligibility (for programs and program activities)
- ☐ Authorization for Release of Information
- ☐ Participant's Rights and Responsibilities
- ☐ Case notes documenting contact with the participant, progress in the program and follow up activities
- ☐ Contracts for employer-based training (OJT, work experience, etc.)
- ☐ Other materials as applicable that support or document participant eligibility or activities, e.g., job search activity records, supportive service referrals, training attendance records, applications for financial aid, etc.

IDENTIFYING DATA

WDA _____ Date of Review _____

DWS Staff Reviewer(s) _____

WDB Staff Interviewed _____

Provider Staff Interviewed _____

PURPOSE

The purpose of the PY04 review of the WIA Adult and Dislocated Worker Programs is to determine whether the program is being implemented in accord with the provisions of the Workforce Investment Act (Public Law 105-220) and Regulations, DWS policy and the provisions of the local WDB's WIA Plan. Additionally, the review is intended to identify best practices and technical assistance needs.

ONSITE REVIEW

Onsite monitoring focuses on implementation of major program activities. Onsite review activities include structured interviews with local staff and the review of program and participant documents. Onsite review is complemented and supplemented by ongoing activities throughout the program year, such as plan reviews and attendance at local meetings.

DESK REVIEW

Desk review includes ongoing review of program, expenditure and performance activity. Intensive desk reviews of existing program information occurs prior to conducting the onsite review with the objective of identifying particular issues and concerns that may need attention or discussion during the local site visit.

Sources of information for the desk review:

1. Adult and Dislocated Worker Program Plans included in the WIA Local Plan;
2. Local WDB policies related to the Adult and Dislocated Worker Programs;
3. PY04 Quarterly Performance Reports;
4. Memorandum of Understanding (MOU);
5. Data Validation PY02 Results;
6. PY04 Local WDB Monitoring Plan; and
7. WIA Adult and Dislocated Worker participant data in ASSET.

INTERVIEW OF WDB OR PROVIDER STAFF

1. **Participant Selection and Registration.** Describe the process of determining how adults and dislocated workers become registered in the WIA Title I program.
 - a. How are potentially eligible WIA participants identified from the pool of individuals that use the Job Center?
 - b. How is it determined that individuals are in need of and expected to benefit from WIA program services?
 - c. Describe how participants are provided with an orientation to nontraditional careers and employment as required in DWS funded programs.
2. **Methods of Referrals** Describe how the WDB and partners to the MOU manage and ensure implementation of the provisions of the MOU including:
 - a. Processes for referral to partners within the comprehensive center(s).
 - b. Processes for referral to and from partners located in network or affiliated sites.

3. **Core Services**

- a. Describe how core services are made available.

4. **Assessment**

- a. The Local Program Liaison (LPL) should refer to the basic skills assessment process described by the WDB in last year's PY03 Monitoring Survey and what methods of assessments were observed during PY03 file reviews. The LPL should ask the WDB if they have changed anything in their assessment practices since PY03. Assessment areas include:
- Work History;
 - Education;
 - Basic Skills;
 - Occupational Skills;
 - Interests;
 - Aptitudes;
 - Aptitudes and Interests for Nontraditional Occupations (NTOs);
 - Employment Barriers;
 - Financial Resources and Needs;
 - Supportive Services Needs; and
 - Other Assessments Conducted.
- b. Describe the processes in place to avoid redundant assessments, e.g., local partner agreements, information sharing agreements.

5. **Individual Employment Plans (IEP)**

- a. Describe how the WDB ensures that all services received by participants and reported in ASSET are reflected in the IEP.
- b. Are case managers in the WDA completing IEPs in ASSET? Has the WDB mandated this? If not, why has the WDB chosen not to make it mandatory?

6. **Intensive Services**

- a. Describe any local policies and procedures that relate to determining which persons are eligible to receive intensive services. Note whether any changes have been made but are not reflected in the current approved WIA plan.
- b. How is it determined that individuals have not been able to obtain employment through core services alone?
- c. How is the need/eligibility for intensive services documented by the service provider?
- d. The PY04 Monitoring Survey requested a copy of the WDB's priority of service policy for intensive services. Based on this policy, what is the WDB's process for applying this policy for individuals needing intensive services? Is a priority of services policy currently in effect? Note whether any changes have been to this policy that are not in the current approved WIA plan.

7. **Training – General.** The LPL will refer to local training policies submitted per the PY04 Monitoring Survey and contained in the current WIA Plan to discuss the following.
 - a. Describe how individuals are determined to be eligible for training services. This includes:
 - being unable to obtain or retain employment through intensive services AND
 - determined to be in need of training services AND
 - have the skills and qualifications necessary to successfully participate in the selected training AND
 - training program selected is directly linked to employment opportunities in the local area or another area to which the person is willing to relocate AND
 - unable to obtain grant assistance from other sources to pay the costs of training AND
 - meet the criteria for priority of services, if any, in the local area AND
 - any local policies and procedures that relate to eligibility for and provision of training services.
 - b. The PY04 Monitoring Survey requested a copy of the WDB's credential policy per WIA Policy Update 04-13 dated November 5, 2004. Based on the WDB's policy, discuss what kind of training is being done under intensive services. What is the WDB's process for ensuring credentials are reported in ASSET for these intensive services and training services?
 - c. The PY04 Monitoring Survey requested a copy of the WDB's policy regarding recovery of tangible and intangible training costs from participants per WIA Draft Policy 04-11 dated January 3, 2005. The LPL will discuss this policy with the WDB to ensure compliance is in place.
8. **Training – Individual Training Accounts (ITA)** The LPL will refer to ITA related policies submitted per the PY04 Monitoring Survey and contained in the current WIA Plan to discuss the following.
 - a. Describe local policies and procedures that relate to eligibility for and provision of ITAs. Note whether any changes have been made but not in current approved WIA plan.
 - b. How are ITA obligations and expenditures tracked and managed?

9. **Training – On the Job (OJT)**

- a. Describe any local policies and procedures that r 155 T training. Note whether any changes have been made but not in current approved WIA plan.
- b. How is it determined whether an employer has, in the past, failed to provide long-term employment to OJT participants?
- c. What are the local area performance criteria for OJT? (retention, wage levels, benefits)?

d. Review training plans and worksite agreements using the OJT Supplement.

10. **Supportive Services** - The LPL will refer to supportive services policies submitted per the PY04 Monitoring Survey and contained in the current WIA Plan to discuss the following.

a. Are there local policies and procedures that relate to eligibility for and provision of supportive services? Note whether any changes have been made but not in current approved WIA plan.

11. **Follow-Up Services**- The LPL will refer to follow-up service policies submitted per the PY04 Monitoring Survey and contained in the current WIA Plan to discuss the following.

a. Describe any local policies and procedures that guide the provision of post-program exit follow-up services. Note whether these include follow-up intervals and the services made available.

12. **Miscellaneous** - The LPL will refer to monitoring plans and policies related to soft exit, quality assurance, and data correction per the PY04 Monitoring Survey to discuss the following.
- a. Does the LPL have any follow-up questions related to the WDB's monitoring plan submitted per the PY04 Monitoring Survey? (i.e., the process followed, guides used, annual schedule, WDB's monitoring process to ensure that its subcontractors are in compliance with WIA provisions and other applicable laws and regulations, etc.).
 - b. How does the WDB ensure that information, policy changes, ASSET entry changes, etc., are communicated to service provider agencies and case managers? How does the WDB ensure that this guidance is followed?
 - c. How does the WDB analyze performance data and ASSET entries to determine why performance standards were not met at any given time? Describe methods used, including which staff are assigned and frequency of review.
 - d. Are ASSET entries validated against source documentation (hard copy records in case files)? Note: The LPL will discuss PY02 data validation results with the WDB and determine if further guidance on documentation requirements is needed.
 - e. Describe the WDB process for monitoring the soft exit warning report in ASSET. How does the WDB ensure this process is being completed?

OBSERVATIONS AND CONCLUSIONS

Use this form to summarize major findings, issues, and concerns. To the degree possible, note recommendations and follow-up steps to be taken, along with how this will be accomplished, in particular, as well as any technical assistance needs identified.

1. Based on the interview, are there any concerns about the WDA's adult/dislocated worker program?

2. Were any problems/issues/technical assistance needs identified?

3. Are there any model policies, procedures or practices of note?

4. What are the recommended actions?

5. What are the follow-up/next steps for reviewer?

Summary of Review

WDA _____ Date of Review _____

DWS Staff Reviewer(s) _____

WDB Staff Interviewed _____

Provider Staff Interviewed _____

Summary and Observations. Summarize the strengths (including best practices) and weaknesses identified.

Follow Up Needed.

Technical Assistance Needs. Identify technical assistance needs of the WDB or program provider.

**WIA Title 1 Adult, Dislocated Worker, Special Response
and National Emergency Grant**

PY2004 Participant Record Review Guide – Case Documentation

Complete this form for each adult, dislocated worker, Special Response, and National Emergency Grant (NEG) participant file in the sample reviewed.

Participant Name _____

Pin #: _____ SSN# _____

Program Enrolled In: _____

Dates Registered and Exited (if applicable): _____

WIA Service Provider _____

DWS Staff Reviewer _____

I. ELIGIBILITY

1. **Adult** – Mark all that apply. Refer to WIA Title 1B Eligibility Determination and Documentation Guide to indicate documentation found in participant file.

☐ Age 18+ _____

☐ Eligible to Work In United States _____

☐ Selective Service Registrant _____

If the eligibility documentation is not acceptable, indicate what is missing or inadequate.

2. **Dislocated Worker, Special Response, and NEG Services** - To confirm eligibility determination, review the completed eligibility information found in ASSET Manage Programs. If it is not completed, utilize the eligibility checklist attached to this monitoring guide. Indicate what documentation is contained in the participant file to support eligibility.

☐ Eligible to Work In United States _____

☐ Selective Service Registrant _____

☐ State Enrollment Requirements _____

☐ Federal Enrollment Requirements _____

If the eligibility documentation is not acceptable, indicate what is missing or inadequate.

For participants served by a Special Response grant or NEG, indicate the grant number and provide the company name that laid off the dislocated worker.

Grant # _____ Company _____

3. Program Eligibility: As documented in the case file, does the participant meet the specific eligibility requirements for the:

Adult Program	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA
Dislocated Worker Program	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA
Special Response Grant	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA
National Emergency Grant	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA

II. INTENSIVE SERVICES - Print ASSET Manage Services Screen or Customer Summary in order to answer the following questions. If determination cannot be made through a pre-review in ASSET, check the participant file copy during the on-site monitoring visit.

1. For individuals participating in intensive services – is eligibility for intensive services supported by and documented in the case record (based on the criteria below)?

☐ Yes ☐ No

Intensive Services – Eligibility Criteria	
(a) An IEP that has been jointly developed, agreed to, and signed by the case manager and participant appears in the participant's file.	<input type="checkbox"/> Yes <input type="checkbox"/> No
(b) Documentation that the individual has received one core service.	<input type="checkbox"/> Yes <input type="checkbox"/> No
(c) Determination of the need for intensive services, as established by the initial assessment or the individual's inability to obtain employment through core services provided.	<input type="checkbox"/> Yes <input type="checkbox"/> No
(d) Individual is in a "priority of service" category, if any, as established by the local WDB.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA
(e) Has the Comments box on the Manage Services screen been used to provide details about the services provided?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Comments	

III. TRAINING SERVICES - Print ASSET Manage Services Screen or Customer Summary in order to answer the following questions. If determination cannot be made through a pre-review in ASSET, check the participant file copy during the on-site monitoring visit.

1. For individuals participating in training services – is eligibility for training services supported by and documented in the case record (based on the criteria below)?

☐ Yes ☐ No

Training Services – Eligibility Criteria	
(a) A signed IEP has been developed for this participant and contains the training activity.	<input type="checkbox"/> Yes <input type="checkbox"/> No
(b) The individual has received at least one intensive service	<input type="checkbox"/> Yes <input type="checkbox"/> No
(c) Is in a “priority of service” category, if any, as established by WDB	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA
(d) Participant has been determined to be unable to obtain or retain employment through intensive services	<input type="checkbox"/> Yes <input type="checkbox"/> No
(e) Participant has been determined to be in need of training services (through interview, case management, evaluation or assessment)	<input type="checkbox"/> Yes <input type="checkbox"/> No
(f) Participant has been determined to have the skills and qualifications to successfully complete the training program	<input type="checkbox"/> Yes <input type="checkbox"/> No
(g) Participant has selected a program of training directly linked to the employment opportunities in the local area or another area in which the individual is willing to relocate	<input type="checkbox"/> Yes <input type="checkbox"/> No
(h) Participant has been determined to be unable to obtain grant assistance from other sources to pay the cost of training or requires WIA assistance in addition to other grant sources	<input type="checkbox"/> Yes <input type="checkbox"/> No
(i) Has the Comments box on the Manage Services screen been used to provide details about the services provided?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Comments <div style="border: 1px solid black; height: 100px; width: 100%;"></div>	

2. If the participant was issued an ITA, determine if the following required ASSET fields were completed in ASSET.

Training Services – ITA Reporting in ASSET	
(a) Was an ITA number established?	<input type="checkbox"/> Yes <input type="checkbox"/> No
(b) Was an ITA Program ID selected?	<input type="checkbox"/> Yes <input type="checkbox"/> No
(c) If the training was completed, has the outcome been reported in the ITA Program Outcome field?	<input type="checkbox"/> Yes <input type="checkbox"/> No
(d) If the participant was employed, has the ITA Employment Outcome field been completed?	<input type="checkbox"/> Yes <input type="checkbox"/> No

3. For individuals in contracted (not ITA) training services, e.g., OJT or customized training, use OJT Supplement to review Training Plan and Worksite Agreement. DWS required information and documentation is present as follows:

Training Plan ☐ Yes ☐ No
 Worksite Agreement ☐ Yes ☐ No

IV. ASSESSMENT - Assessment is the examination of the capabilities, needs and vocational potential of a participant and is used to develop the Individual Employment Plan (IEP). Assessments should be customer-centered and typically include an evaluation of the elements listed below. Documentation of assessments performed must be maintained in the case file and the results of assessments reported in ASSET.

1. Was an assessment completed for this participant? ☐ Yes ☐ No
2. Is documentation of assessments in the case file? ☐ Yes ☐ No
3. Are the assessment results reported in ASSET? ☐ Yes ☐ No
- 4.

Does the assessment include the following elements? ☐ Yes ☐ No

Required Assessment Elements		
Element	Assessed	Method
Work History	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Education	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Basic Skills	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Occupational Skills	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Interests	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Aptitudes	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Aptitudes and Interests for NTO	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Employment Barriers	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Financial Resources and Needs	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Supportive Service Needs	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Other		
Comments		

5. Is the assessment sufficiently comprehensive to support the development of an IEP and the need for services (as included in the IEP and funded by WIA)?

☐ Yes ☐ No

V. INDIVIDUAL EMPLOYMENT PLAN (IEP) - An IEP is required for participants receiving an intensive or training service. The ASSET Employability Plan or a locally developed format is acceptable. However, any format used must include the following required elements.

1. Does the participant's case file contain an IEP? ☐ Yes ☐ No

2. Does the IEP include all required elements as listed below? ☐ Yes ☐ No

Required Individual Employment Plan Elements	Yes	No
(a) Is based on the results of assessment		
(b) Is a "living record" that documents an ongoing strategy for the individual participant to achieve employment and other program outcomes		
(c) Has been jointly developed, agreed to and signed by the program case manager and the participant		
(d) Identifies the participant's employment goals		
(e) Identifies appropriate achievement objectives		
(f) Identifies the appropriate combination of services and a schedule of activities for the participant to achieve the employment goals		
(g) Is regularly updated (at intervals determined by local policy or as needed)		
Comments		

VI. CREDENTIALS - Complete the following charts to ensure that accurate reporting has been done in ASSET related to performance and that compliance with the local WDB credential policy is being followed.

If a Credential Is Reported In ASSET	Yes	No
(a) Is a credential reported in ASSET (Manage Follow-ups, Follow-up Credentials Screen)?		
(b) Is there evidence in the file that the participant received a credential?		
(c) Was the credential attained after program registration, but before the third quarter after exit?		
(d) If the credential is claimed for one of the five eligible intensive services (Basic Skills or Literacy Activities, GED Training, Internships, Prevocational Services, and Work Experience) is the box checked "yes" to the question "Is this assigned activity leading to a WIA Title 1 credential?"		
(e) Is the actual start date completed on the service for which the WDB is claiming the credential?		

If a Credential Is NOT Reported In ASSET	Yes	No
(a) Is it appropriate that a credential is not reported because the participant did not receive a credential-eligible service?		
(b) If the participant never started the credential eligible service, are only planned dates entered? (If an actual start date is entered, the service will count in the performance measure. ASSET data correction necessary)		
(c) If a credential-eligible intensive service was not intended to be in the performance measure and the participant exited after 10/01/03, is the box checked "no" to the question "Is the assigned activity leading to a WIA Title 1 credential?" (If checked no, it will exclude the participant from the performance measure. If checked yes, the participant is in the performance measure. ASSET data correction necessary if case manager checked wrong box in error).		
(d) Did the participant start but not complete the credential-eligible activity? (this will be negative performance count and an ASSET data correction is not allowable).		
(e) Is the participant still active in the credential-eligible activity? (WIA performance measures allow the credential to be earned by the end of the third quarter after exit).		

VII. PROGRAM EXIT

1. What is the exit date? _____
2. Was the exit a soft or hard exit? _____
3. If the participant is employed at exit, are the "Manage Employment" screens filled out in ASSET? ☐ Yes ☐ No ☐ NA
4. If the participant is exited for one of the exclusionary reasons, does the participant file contain documentation of the exit? ☐ Yes ☐ No ☐ NA

VIII. FOLLOW UP SERVICES – Refer to the ASSET Manage Follow-Up Screen.

1. Under Follow-Up Status, check the following sections.
 - (a) *Employment Status*: Is the yes or no response checked if the person entered employment in the quarter?
 - First Quarter After Exit: ☐ Yes ☐ No ☐ NA
 - Second Quarter After Exit: ☐ Yes ☐ No ☐ NA
 - Third Quarter After Exit: ☐ Yes ☐ No ☐ NA
 - Fourth Quarter After Exit: ☐ Yes ☐ No ☐ NA
 - Fifth Quarter After Exit: ☐ Yes ☐ No ☐ NA

2. Under ASSET Management Employment Screen, is all employment information at exit and after documented in the work history?

- First Quarter After Exit: ☐ Yes ☐ No ☐ NA
- Second Quarter After Exit: ☐ Yes ☐ No ☐ NA
- Third Quarter After Exit: ☐ Yes ☐ No ☐ NA
- Fourth Quarter After Exit: ☐ Yes ☐ No ☐ NA
- Fifth Quarter After Exit: ☐ Yes ☐ No ☐ NA

3. Are follow-up services provided to the participant documented on the ASSET Follow-Up Services screen? ☐ Yes ☐ No ☐ NA (not exited)

4. If no follow-up services were reported in the ASSET Follow-Up Services screen, did the case manager report the follow-up contact with the participant in the case note? ☐ Yes ☐ No ☐ NA

IX. CASE NOTES

1. Are case notes entered on a regular basis? ☐ Yes ☐ No
2. Are case notes comprehensive? (i.e., document participant contacts, events, services, progress in completing services, changes occurring in planned services, involvement in non-WIA services, etc.) ☐ Yes ☐ No
3. Where are case notes recorded?
- ☐ ASSET only
 - ☐ Participant file contains written notes completed by the case manager
 - ☐ Combination of ASSET and participant file

X. REQUIRED CASE DOCUMENTS

Document Present	Yes	No	NA	Comments
Eligibility Documentation				
WIA Registration Form/Local Application				
Participant Rights/Complaints				
Release of Info Authorization				
NTO Orientation				
Assessment				
Individual Employment Plan (IEP)				
Pell/Financial Aid				
ITA Voucher				
OJT Agreement – Training Plan & Worksite Agreement				
Proof of Credential/Certification				
Exit/Outcome Information				
Case Notes				
Follow-Up Services				

- XI. DATA VALIDATION** - Local Program Liaison will randomly select a few files to conduct a simulated data validation. To enable the review of more data elements, the participant should have received training services and be exited.

Data Element	ASSET Entry	Pass	Fail	NA	Documentation Comments
Date of Birth (DOB)					
UC Claimant (DW only)					
Dislocation Date (DW only)					
Disability					
Veteran Status					
Cash Assistance					
Low Income (Adult only)					
TANF					
Emp. Status at Registration (Adult only)					
WIA Registration Date					
WIA Exit Date					
Intensive Service Date					
Training Service Date					
Established ITA					
Received Basic Skills Svc.					
On-the-Job Training					
Received Skills Training					
Training Related Employmt.					
Degree Type					
Other Exit					

SUMMARY. Summarize any issues noted for this case file or in ASSET.

Eligibility For Dislocated Worker, Special Response, and National Emergency Grant Programs

State Enrollment Requirements (must meet all three plus one of the criteria for one of the five federal dislocated worker categories):

- ☐ Dislocated from employment in the last five years;
- ☐ Either previous work history of 2 years if age 22 or older; previous work history of 4 years if age 21 or younger or a dislocation that is the result of a permanent plan or facility closing of substantial layoff regardless of work history; and
- ☐ No specific recall date from the employer.

Federal Enrollment Requirements:

- ☐ Has been terminated or laid off, or who has received a notice of termination or layoff from employment; and
- (a) is eligible for or has exhausted entitlement to unemployment compensation; or
- (b) has been employed for a duration sufficient to demonstrate, to the appropriate entity at a one-stop center, attachment to the workforce, but is not eligible for unemployment compensation due to insufficient earnings or having performed services for an employer that was not covered under a State unemployment compensation law; and**
- (c) is unlikely to return to a previous industry or occupation;
- ☐ has been terminated or laid off, or has received a notice of termination or layoff, from employment as a result of any permanent closure of, or any substantial layoff at, a plant, facility, or enterprise;
- ☐ is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days; or for purposes of eligibility to receive services other than training services, intensive services or supportive services, is employed at a facility at which the employer has made a general announcement that such facility will close;
- ☐ was self-employed (including employment as a farmer, a rancher, or a fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters;
- ☐ is a displaced homemaker. A “displaced homemaker” is an individual who has been providing unpaid services to family members in the home and who:
 - (a) has been dependent on the income of another family member but is no longer supported by that income; and
 - (b) is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.

IDENTIFYING DATA

WDA _____ Date of Review _____

DWS Staff Reviewer(s) _____

WDB Staff Interviewed _____

PURPOSE

The purpose of the PY04 review of the WIA Youth Program is to determine whether the program is being implemented in accordance with the provisions of WIA Regulations and the provisions of the local WDB's WIA Plan. Additionally, the review should identify best practices and technical assistance needs.

ONSITE REVIEW activities focus on implementation of major program activities and the review of participant documents. Onsite review is complemented and supplemented by ongoing activities throughout the program year, such as plan reviews and attendance at local meetings.

DESK REVIEW of WIA activities should be used to review existing information prior to conducting the onsite review with the objective of identifying particular issues and concerns that may need attention or discussion during the onsite review.

Sources of Information for the desk review:

1. Youth Program-Related parts of the WIA Local Plan (Sections I.; II.; III.; IV.E.; VI.E. and Performance);
2. Local WDB policies related to the Youth Program;
3. Job Center System Data Warehouse reports showing participant enrollments and activities;
4. Financial status reports showing Year-to-Date (YTD) program expenditures;
5. WIA youth participant data in ASSET;
6. PY04 quarterly performance reports.

Service Design and Program Delivery

1. Program Design – Describe how the youth program provides the following required design components (664.405):

Preparation for post-secondary educational opportunities;

Linkages between academic and occupational learning;

Preparation for unsubsidized employment opportunities; and

Effective connections to intermediary organizations that provide strong links to the job market and employers.

2. Describe how the ten program elements are incorporated into the youth program.
3. Describe strategies utilized to keep youth involved and active in the WIA program.
4. Are both WIA and non-WIA services provided to youth registered in WIA? If so, describe some of the non-WIA funded services being provided and how these are coordinated with WIA funded services.
5. Describe the process of how follow-up is done and what types of services are provided.

Assessment and Goal Setting

1. What assessment tool(s) are used in the WDA, who selects the assessment(s), administers the assessment(s), interprets the results of the assessment(s), and how are the assessment results used to develop the Individual Service Strategy (ISS)?

2. What assessment(s) are used to evaluate the following and is the same assessment(s) used throughout the WDA?

Basic Skills
Occupational Skills
Prior Work Experience
Employability
Interests
Aptitudes
Support Services Needs
Developmental Needs

- WIA State Plan Revised June 21, 2005

Coordination Within the One Stop System

1. Describe what WIA youth services are provided at the WDA's one stop centers and the process for providing these services.
2. List materials and information made available to youth at the one stop center.
3. How do youth that are not eligible for WIA services find out about services available within the one stop system and the local community?

WDA Monitoring of Youth Sub-Contractors and Service Providers

1. Does formal on-site monitoring of all sub-contractors and service providers occur? What is the frequency of on-site monitoring for all sub-contractors and service providers?
2. Does monitoring of sub-contractors include reviews of hard-copy participant files and ASSET data?

In School/Out of School Youth/5% Window

1. What monitoring procedures are in place to ensure that at least 30% of WIA youth funds will be used to provide services to out-of-school youth and 70% for in-school youth?
2. What monitoring procedures are in place to ensure that at least 95% of youth participants are low-income and no more than 5% are participants that do not meet minimum income criteria?

Membership and Functions of the Youth Council

1. The purpose of the Youth Council is to provide expertise in youth policy and to assist the Local Board in the following areas. Describe how your Youth Council has met this purpose in each of these areas. (20 CFR 664.100)
 - a. Developing and recommending local youth employment and training policy and practice.
 - b. Broadening the youth employment and training focus in the community to incorporate a youth development perspective.
 - c. Establishing linkages with other organizations serving youth in the local area taking into account a range of issues that can have an impact on the success of youth in the labor market.

OBSERVATIONS AND CONCLUSIONS

Use this form to summarize major findings, issues, and concerns. To the degree possible, note recommendations and follow-up steps to be taken, along with how this will be accomplished, in particular, as well as any technical assistance needs identified.

1. Based on the interview, are there any concerns about the WDA's youth program?

2. Were any problems/issues/technical assistance needs identified?

6. Are there any best practices that could be shared with other WDAs?

7. What are the recommended actions?

8. Is follow-up required? If so, when?

9. What are the next steps?

Summary of Review

WDA _____ Date of Review _____

DWS Staff Reviewer(s) _____

WDB Staff Interviewed _____

Summary and Observations. Summarize the strengths (including best practices) and weaknesses identified.

Follow Up Needed.

Technical Assistance Needs. Identify technical assistance needs of the WDB or program provider.

Complete this form for each youth participant file in the sample reviewed. Summarize all files reviewed on the Summary of PY04 WIA Youth Program Participant File Review forms.

Participant Name _____ SSN _____

WIA Service Provider _____

DWS Staff Reviewer _____

1. Youth Characteristics – Mark all that apply

☐ **Younger Youth** (age at registration)

- ☐ Low Income Youth
 - ☐ In school youth
 - ☐ Out of school youth
- ☐ Non Low Income (5% window)
 - ☐ In school youth
 - ☐ Out of school youth
- ☐ Youth With Barrier
 - ☐ Basic Skills Deficient
 - ☐ Dropout
 - ☐ Homeless/Runaway/Foster Child
 - ☐ Pregnant/Parenting
 - ☐ Offender
 - ☐ Needs Additional Assistance
 - ☐ Grade Level behind
 - ☐ Disabled
 - ☐ Face Serious Barrier

Other _____

☐ **Older Youth** (age at registration)

- ☐ Low Income Youth
 - ☐ In school youth
 - ☐ Out of school youth
- ☐ Non Low Income (5% window)
 - ☐ In school youth
 - ☐ Out of school youth
- ☐ Youth With Barrier
 - ☐ Basic Skills Deficient
 - ☐ Dropout
 - ☐ Homeless/Runaway/Foster Child
 - ☐ Pregnant/Parenting
 - ☐ Offender
 - ☐ Needs Additional Assistance
 - ☐ Grade Level behind
 - ☐ Disabled
 - ☐ Face Serious Barrier

Other _____

2. Eligibility.

a. Does the participant meet the general eligibility requirements for the WIA program in which they are being served? Yes ____ No ____

b. Is eligibility based on self-certification? Yes ____ No ____

WIA Title 1 Youth Program
PY2004 Participant Record Review Guide – Case Documentation
Supplement To Data Validation

3. **Required Case Documents** – Indicate which of the following documents are present in the case file:

- ☐ Local Application Form
☐ Participant Rights/Complaints Form
☐ Release of Info Authorization
☐ Case Notes

4. **Assessment**

- ☐ A new assessment completed for this participant at the time of registration, OR
☐ The assessment being used was completed for another program

Note in which program it was developed and the date: _____

Determine whether the assessment includes the following required elements:			
Required Assessment Element	Y	N	Method of Assessment
Basic Skills – Includes reading, writing, computing, speaking and listening			
Occupational Skills – Primary and secondary job specific skills			
Prior Work Experience – Includes paid and unpaid, and volunteer activities			
Employability – Level of readiness to obtain and retain employment			
Interests – Includes interest in non-traditional jobs.			
Aptitudes - Natural abilities. Includes aptitude for non-traditional jobs.			
Supportive Services Needs – Support the youth needs to successfully participate in the activities included in the ISS.			
Developmental Needs – Work and personal maturity skills, will be addressed by leadership activities in the ISS.			

Comments: _____

- 5.

Revised June 21, 2005

WIA Title 1 Youth Program
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Supplement To Data Validation

Individual Service Strategy – Does the participant's file contain an ISS?

☐ Yes ☐ No

Determine whether the ISS includes the following required elements:	Y	N
a. Identifies appropriate services taking into account the youth's objective assessment.		
b. Is a working tool that documents an ongoing strategy to attaining the goals identified for the individual participant; is regularly updated (at intervals determined by local policy or as needed).		
c. Has been jointly developed by the program case manager, the youth and, for younger youth, the parent/legal guardian.		
d. Identifies an employment/career goal.		
e. Identifies appropriate achievement objectives.		
f. Identifies a plan for year round services.		
g. Includes non-WIA funded services (if any) that are part of the strategy to address needs and achieve goals.		
h. Includes skill attainment goals (required for younger youth and recommended for older youth).		

Comments: _____

6. Overall Review of Services

Service Planning and Coordination	Y	N
a. Do services provided appear to be coordinated and not duplicated?		
b. Did the participant receive services through a job center or the local one-stop delivery system?		
c. Is any planned gap in service of 90 days or more documented in the case file and in ASSET (Manage Services screen) with the reason for the service gap?		
d. Do planned end dates for services appear to be reasonable?		

Comments: _____

7.

Revised June 21, 2005

<p align="center">WIA Title 1 Youth Program</p> <p align="center">PY2004 Participant Record Review Guide – Case Documentation</p> <p align="center">Supplement To Data Validation</p>
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Younger Youth Skill Attainments

	Y	N
a. Are goals set on a regular basis?		
b. If the participant is basic skills deficient, is at least one basic skills goal set per year?		
c. Are goals measurable and clearly defined (what participant must do to reach goal, when and how success will be determined, how goal will be measured)?		
d. Are goals meaningful and designed to improve the youth's occupational, reading, math, and work readiness skills?		
e. Is there a clear correlation between assessment results, ISS development, and goal setting?		
f. Are planned attainment dates set for less than one year in length?		
g. Are all goals evident in the case files also entered into ASSET?		

Comments: _____

8. **Case Notes** - Does the file and/ or ASSET contain up-to-date case notes (including both WIA and non-WIA referrals/resources)?
☐ Yes ☐ No
9. **Exited Participants** - Has this participant been exited from the WIA program?
☐ Yes ☐ No

The remainder of this guide needs to be completed only for exited participants.

10. **Follow-Up Services** – Is there documentation that the exited participant has been receiving follow-up services for at least 12 months following exit?
☐ Yes ☐ No

If yes, describe follow-up services provided: _____

Revised June 21, 2005

<p align="center">WIA Title 1 Youth Program</p> <p align="center">PY2004 Participant Record Review Guide – Case Documentation</p> <p align="center">Supplement To Data Validation</p>
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11. Reason for Exit

	Y	N
a. Was this participant exited under one of the universal exclusions (Manage Program Exits screen in ASSET)?		
• Incarcerated/ Institutionalized		
• Health/ Medical reasons		
• Deceased		
• Military Reservist		
b. Is there appropriate documentation in the file to support the exclusion?		

Comments/ list type of documentation: _____

12. Younger Youth Retention

	Y	N
a. Was the younger youth in secondary school at the time of exit (Manage Program Exits screen in ASSET)?		
b. If no above, did the youth met any of the following criteria in the third quarter after exit (Manage Follow-up, Follow-up Status screen in ASSET)?		
• In post-secondary education		
• Advanced training		
• Employed		
• Military Service		
• Qualified apprenticeship		
• None of the above		
c. Is there appropriate documentation in the file to support the retention status?		

Comments/ list type of documentation: _____

Revised June 21, 2005

13. Younger Youth Diploma or Equivalent

	Y	N
a. Is a diploma or equivalent reported in ASSET (Manage Follow-ups, Follow-up Credential screen)?		
b. Is there evidence of a high school diploma, GED, or HSED in the file (copy of certificate, letter from school/ service provider)?		
c. Was the diploma or equivalent attained after program registration, but before the first quarter after exit?		

14. Older Youth Credential Attainment

	Y	N
a. Is a credential reported in ASSET (Manage Follow-ups, Follow-up Credential screen)?		
b. Is there evidence in the file that the participant received a credential?		
c. Was the credential attained after program registration, but before the third quarter after exit?		

15. Summarize any issues with this file.